

Illinois Workforce Innovation Board Strategic Plan Goal Teams Framework

Objective 1: Accelerate and Streamline Communication and Services with Business Partners

Priority Activity 1.1: Develop methodologies to assess employer needs and speed response times.

Lead Party to Manage Activities and Action Steps

IWIB Technology Subcommittee/Task Force

Key Strategies

- a. Develop and validate “real-time” job openings information.
- b. Provide direction to ensure that employer-facing technology products designed to gather job postings are as streamlined as possible.
- c. Coordinate activities across all partners that serve to acquire information about job openings from employers and describe those openings to job seekers.
- d. Create a business portal that provides information and tools for hiring and workforce planning.
- e. Develop communication mechanisms with employers that provide information flows regarding their needs, what they’re getting from the system, and what they’re not getting from the system.

Potential Action Steps

- i. Provide direction and funding to better match competencies between employer’s skill demands and job seekers / trainer’s skills.
- ii. Provide direction and funding to ensure that real-time job openings information is made available to local and regional Business Services Teams. Initial focus should be on a small number of “priority employers” in each key sector within each region.
- iii. Determine the minimum data required by the federal government of employers to post job openings on public sites.
- iv. Expand employer knowledge of and access to the Illinois workNet “Featured Employer” page.
- v. Explore opportunities to “promote” job opportunities for businesses.
- vi. Support research into business needs for information and tools.

Resources Needed (work group, staff, funds, etc.)

- i. Integrated Business Services Team
- ii. Agency data support staff (including Illinois workNet)
- iii. Staff support for the IWIB Technology Subcommittee/Task Force
- iv. IWIB Evaluation and Accountability Committee

Timeline for Action Steps

- Qtr 2 2018

Priority Activity 1.2: Define business engagement within the context of regional planning and service delivery approaches based on the utilization of regional talent pipeline models.

Lead Party to Manage Activities and Action Steps

Integrated Business Services Workgroup

Key Strategies

- a. Help deploy the IWIB-developed integrated business services framework for state and

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- regional workforce and economic development programs.
- b. Define business engagement to maximize scale, expertise, and relationships.
- c. Strengthen communication and information sharing between workforce agencies and actors.

Potential Action Steps

- i. Approve the IWIB-developed framework for workforce, education, and economic development partners to better respond to Illinois' businesses within the context of a regional sector-based talent pipeline model.
- ii. Develop or approve technical assistance models for local and regional partners to help implement the integrated business services framework.

Resources Needed (work group, staff, funds, etc.)

- i. Staff time from Interagency Business Services Workgroup members to meet

Timeline for Action Steps

- Qtr 1 2018

Priority Activity 1.3: Use administrative data to create a profile of current business customers.

Lead Party to Manage Activities and Action Steps

IWIB Evaluation and Accountability Committee

Key Strategies

- a. Inventory the administrative data available from partner agencies involved in business engagement activities.
- b. Seek information regarding the use of the workforce development system by business customers.

Potential Action Steps

- i. Finalize desired performance information.
- ii. Coordinate with WIOA Interagency Data Team to access this information.
- iii. Develop survey formats to assist in inventorying available administrative data.
- iv. Develop report formats to analyze and distribute profile and performance information.
- v. Use information of this type to identify gaps in business engagement (e.g., by sector, by region, by other geography, etc.) and to recommend policy to WIOA partner agencies to span these gaps.
- vi. Expand the sources of business relationship formation (e.g., develop relationships with School Boards and education-related member groups as many school board members are business owners or representatives).
- vii. Profile and understand the specific needs of struggling business, as well as new or thriving businesses.
- viii. Develop a mechanism for a 'feedback loop' from local areas to ensure information based on lagged data is still relevant.

Resources Needed (work group, staff, funds, etc.)

- i. WIOA Interagency Data Team
- ii. IWIB Technology Task Force
- iii. Integrated Business Services Team
- iv. Staff time to coordinate identification and development of data items and sources

Timeline for Action Steps

- Qtr 1 2018

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Priority Activity 1.4: Identify key industry sectors and ensure they are the focus of workforce development efforts.

Lead Party to Manage Activities and Action Steps

IWIB Evaluation and Accountability Committee

Key Strategies

- a. Engage all employers in providing input about their training and workforce needs.
- b. Use regional business intelligence and regional planning efforts to develop sectoral approaches to better align job demand and available qualified workers.

Potential Action Steps

- i. Develop and initiate policies to guide participants towards training in these sectors.
- ii. Support regional talent-pipeline models within the key sectors identified through LMI data, regional planning efforts, and direct employer inquiries.
- iii. Develop and initiate policies that leverage existing business, trade, and labor groups:
 - Business and trade associations (e.g., the Illinois Manufacturers' Association)
 - Unions
 - Local economic development organizations and staff
 - Community college business advising councils
- iv. Support the development and activities of "sector experts" in each region who will lead business engagement efforts within identified key sectors.
- v. Develop and initiate service delivery policies that focus local and regional efforts on identified key sectors.
- vi. Standardize and simplify efforts to collect primary data from employers on current and future workforce training needs and satisfaction with one-stop services.
- vii. Identify, share, and replicate documented best-practice examples of employer-driven training models, including outcome data as available.
- viii. Use that information and feedback to drive program design, adjustment, and delivery.
- ix. Expand and accelerate the development, approval, and implementation of employer-driven training models, including non-traditional models.

Resources Needed (work group, staff, funds, etc.)

- i. Integrated Business Services Team
- ii. LWIB staff through regional planning efforts
- iii. Service Integration Policy Work Group
- iv. IWIB staff
- v. Front-line Business Services staff to assist in designing and managing this effort

Timeline for Action Steps

- Qtr 1 2018– Qtr 4 2018

Priority Activity 1.5: Expand the availability of data and knowledge regarding career information, credentials, and career pathways

Lead Party to Manage Activities and Action Steps

IWIB Executive Committee to identify appropriate lead

Key Strategies

- a. Provide direction to better align and focus the Illinois workNet around career pathways.
- b. Reduce and mitigate impediments to data flow to end customers, including possible security and privacy issues.

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Potential Action Steps

- i. Align the IwN job forecasting / posting (ATIM) product in order to better match competencies / credentials between employer's skill demands and job seekers / trainer's skill supplies.
- ii. Develop a common language for communicating information on Career Clusters/Pathways across all systems to insure improved citizen comprehension.
- iii. Centralize and rationalize information regarding credentials, particularly which credentials are necessary for specific occupations/careers and credential portability.
- iv. Explore the use of a technology-based "Ask Me Anything" approach - and/or a technology-based job shadowing approach - to career information within specific occupational categories.

Resources Needed (work group, staff, funds, etc.)

- i. Illinois workNet
- ii. Illinois Pathways
- iii. IWIB Technology Subcommittee/Task Force
- iv. P-20 Council

Timeline for Action Steps

- Qtr 3 2018

Priority Activity 1.6: Provide a framework for businesses to gain a better understanding and utilization of apprenticeships and other work-based learning approaches.

Lead Party to Manage Activities and Action Steps

IWIB Apprenticeship Committee

Key Strategies

- a. Design a work-based learning protocol to ensure that all partners are "working from the same playbook."
- b. Research whether other work-based learning approaches might be more effective and used to smooth the movement into the workforce of a deeper pool of potential workers (e.g., those with a criminal past, with a history of drug use, etc.).

Potential Action Steps

- i. Ensure there are no DOL approval issues regarding the emphasis on apprenticeships and other work-based learning approaches
- ii. Accumulate work-based learning success stories to help tell the story.

Resources Needed (work group, staff, funds, etc.)

Timeline for Action Steps

- Qtr 1 2018

Objective 2: Optimize the Effectiveness of the One-Stop System for All Customers

Priority Activity 2.1: Provide a uniformly positive customer experience for job-seekers at all Illinois One Stop centers

Lead Party to Manage Activities and Action Steps

Service Integration Policy Work Group

Key Strategies

- a. Make the system easy to navigate. Promote a "no wrong door" approach.
- b. **Adopt, adapt, or create** one or more models of streamlined intake and referral processes

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- that one-stop centers throughout the state can utilize to improve service delivery.
- c. Engage front-line staff and system partners in recommending qualitative and quantitative customer satisfaction measures, targets, and data sources. Consider the following:
 - market penetration
 - outreach to non-traditional clients
 - effectiveness of public awareness efforts
 - Referral sources
 - d. Develop customer-driven, system-wide training-related customer satisfaction measures and report progress against those measures creating a quality “feedback loop.”
 - e. Identify the needs of various customer populations and customize skill development and career advancement strategies to each population’s needs and challenges.
 - f. Eliminate barriers that slow the distribution of information and tools to customers.
 - g. Adopt continuous improvement practices to optimize customer service throughout the system.
 - h. Monitor the progress of DoIT in its efforts to create a single view of the customer and to ensure the development of an integrated intake system across all WIOA partners.

Potential Action Steps

- i. Ensure streamlined access to comprehensive services for customers regardless of how or where they first encounter the system. Ask only once for basic information from the customer.
- ii. Identify high-performing practices and resources that make One-Stops successful.
- iii. Use best practices and process maps and Identify opportunities to improve efficiency and effectiveness.
- iv. Evaluate and communicate the benefits to the customer and the system for reduced duplication of services.
- v. Identify one-stop centers that embody this approach for benchmarking purposes.
- vi. Define performance metrics for citizen customer service quality and establish reporting schedules and tools.
- vii. Create a process for improving performance based on metrics and feedback
- viii. Incentivize collaboration in the development of industry/employer partnerships and program design and delivery.
 - Explore whether such a mechanism can be incorporated into the MOU, local plan, and/or one-stop certification process.
- ix. Identify resources (financial, legislative, policy, procedural) needed to attain desired customer satisfaction targets and work with the IWIB to obtain them.

Resources Needed (work group, staff, funds, etc.)

- i. Service Integration Policy Work Group to incorporate this into customer data collection and recommend multi-year improvements
- ii. The One-Stop Certification Policy Work Group
- iii. IWIB Technology Subcommittee/Task Force
- iv. Agency data support staff.
- v. Illinois workNet team
- vi. IWIB Youth Task Force
- vii. Front-line staff for job-seekers and employers to advise on making the system easier to navigate

Timeline for Action Steps

- Qtr 1 2018

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Priority Activity 2.2: Expand range and flexibility of training and other service delivery methods to address the unique needs of populations and the regions of the state

Lead Party to Manage Activities and Action Steps

IWIB Technology Subcommittee/Task Force

Key Strategies

- a. Encourage the exploration, evaluation, and wider utilization of alternative training delivery platforms, including those that utilize internet-based platforms.
- b. Encourage and support efforts to “virtualize” the work of one-stop centers to make services more accessible to all areas of the state.
- c. Explore mechanisms to replicate – in this virtual environment -- the value stream mapping solutions that are informing activities within the physical one-stops.
- d. Understand and utilize the best mechanisms for engaging different populations – particularly youth -- with different technology needs and habits.
- e. Monitor the progress of DoIT in its efforts to create a single view of the customer, and to ensure the development of an integrated intake system across all WIOA partners.

Potential Action Steps

- i. Explore the potential expansion of distance learning and on-line education platforms in collaboration with state education organizations.
- ii. Identify process, technology, and legal issues that might prevent the sharing of course material more broadly.
- iii. Expand the use of Illinois workNet as an integrator of all partner resources in order to assure straightforward and equitable provision of resources across the state.
- iv. Create/review the plan for Illinois WorkNet to ensure that it is meeting the needs and develop a plan for closing any gaps.
- v. Explore utilizing the State’s Labor Exchange System, IllinoisJobLink.com (IJL), as the primary access point for employment postings as it includes postings from Indeed.com, The National Labor Exchange (NLx) and CMS.
- vi. Explore app-based mobile approaches to providing career guidance, particularly to youth.
- vii. Identify customer information requirements and evaluate current distribution methods and tools.
- viii. Pilot alternative communication tool and create a roadmap for integrating with WorkNet.

Resources Needed (work group, staff, funds, etc.)

- i. Staff support for the development and implementation of an IWIB Technology Subcommittee/Task Force
- ii. IWIB Technology Subcommittee/Task Force tasked with monitoring DoIT’s development of integrated data systems
- iii. Agency data support staff
- iv. Illinois workNet team

Timeline for Action Steps

- Qtr 1 2018: Develop and implement an IWIB Technology Subcommittee/Task Force
- Qtr 1 2018: Review WorkNet development plan and establish investment priorities
- Qtr 2 2018: Conduct a workshop to identify performance metrics and data collection methods.

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- Qtr 1 2018: Examine legislatively-available mechanisms to fully integrate existing/legacy systems
- IWIB and IWIB Technology Subcommittee/Task Force should begin mapping and monitoring these activities during the 4Q of 2018

Priority Activity 2.3: Foster cooperation, information-sharing, and referral among system partners

Lead Party to Manage Activities and Action Steps

Service Integration Policy Work Group

Key Strategies

- a. Encourage local areas to develop and maintain a comprehensive resource guide that can be shared with all agencies, staff, and stakeholders.
- b. Strengthen system relationships through better understanding of the roles and resources of K-12, adult education, career and technical education, workforce development, economic development, and social service partners.
- c. Expand partner capacity to design/replicate employer-driven training models.

Potential Action Steps

- i. Inventory all current workforce system resources available locally to employers and job-seekers.
- ii. Engage front-line staff from participating agencies to advise on the resource guide.
- iii. Host joint conferences, summits, and other professional development events.
- iv. IWIB should provide policy mandates to all partners that remove roadblocks to the integration of multi-partner resources.
- v. Offer training in a team setting to encourage relationship-building.

Resources Needed (work group, staff, funds, etc.)

- i. Illinois Interagency Work Group
- ii. Identify opportunities to jointly sponsor such events during regular meetings
- iii. Staff time to compile the inventory and create an easily updatable format
- iv. May require a webinar or regional convenings

Timeline for Action Steps

- Qtr 1 2018

Priority Activity 2.4: Provide Effective Cross-Agency Staff Development of WIOA System Stakeholders

Lead Party to Manage Activities and Action Steps

Service Integration Policy Work Group

Key Strategies

- a. Develop policies to strengthen communication between partners and support engagement between employers and the workforce/economic development system.
- b. Provide training customized to each stakeholder on the workforce services, programs, and activities available in their local workforce area.
- c. Develop training policies that support the development of employer-friendly and sector-based expertise among business services staff.
- d. Develop policies and initiatives to improve coordination, communication, and relationships across business service teams and build relationships.
- e. Support a system change from a social services-driven approach to a business-driven one.
- f. Recommend State policy and/or guidelines to encourage the adoption of effective local business coordination practices.

Potential Action Steps

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- i. Identify customer service skills needed by front-line workers and ensure all staff demonstrate them.
- ii. Survey end users of the training to determine the most effective training strategies and useful content.
- iii. Provide enhanced tools and/or training to business outreach leaders to help them more effectively diagnose and address workforce challenges.
- iv. Encourage “train the trainer” approaches to build local capacity and access to expertise.
- v. Consistently emphasize key WIOA themes and components across trainings.
- vi. Develop regional “sector experts” for each of the regionally-identified key sectors who understand the highest “return on investment” for businesses in each sector.
- vii. Develop accountability measures to ensure that cross-training of partner staff is occurring.
- viii. Market services to non-traditional customers (e.g. nonprofit and public sector employers).
- ix. Develop creative approaches to aligning available resources with employer needs.

Resources Needed (work group, staff, funds, etc.)

- i. Partnership between the IWIB Service Integration Policy Work Group and the Interagency Work Group
- ii. Staff at agency and LWIA level
- iii. Integrated Business Services group
- iv. Staff time for training. Grants for development of training materials and training delivery
- v. Technical support for webinars; travel for training sessions

Timeline for Action Steps

- Qtr 3 2018

Objective 3: Establish Sustainable Methods for High Quality Data Collection and Accessible Reporting

Priority Activity 3.1: Contribute to the sustainability of technology strategies to support objectives across all IWIB goal areas and all Illinois Workforce Development partners.

Lead Party to Manage Activities and Action Steps

IWIB Technology Subcommittee/Task Force

Key Strategies

- a. Coordinate and consult with DoIT regarding ongoing strategies for developing technology solutions across state government.
- b. Monitor the progress of DoIT in its efforts to create a single view of the customer, and to ensure the development of an integrated intake system across all WIOA partners.
- c. Engage with agency technology teams to ensure that IWIB strategies are appropriately integrated with development plans.

Potential Action Steps

- i. Appoint IWIB staff and/or board members to appropriate technology governance groups.
- ii. Form and staff an IWIB Technology Subcommittee/Task Force to monitor DoIT’s development of integrated data systems and examine options to increase data flows to customers (including businesses and local boards).

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Resources Needed (work group, staff, funds, etc.)

- i. Representative of the IWIB to be assigned to the technology steering groups.
- ii. Staff support for an IWIB Technology Subcommittee/Task Force

Timeline for Action Steps

- Qtr 3 2018

Priority Activity 3.2: Foreground the capture, maintenance and utilization of data flows to customers.

Lead Party to Manage Activities and Action Steps

Executive Committee, Evaluation and Accountability Committee, Technology Committee
(see below)

Key Strategies

- a. Identify and distinguish helpful performance, labor market information, trend, and interaction data items for different customer groups. (EAC)
- b. Develop policies and directions that contribute to the flow of information to partner agencies (and others) from the Illinois Longitudinal Data System (ILDS). (EAC)
- c. Enhance career exposure, exploration, and development resources for all populations. (EAC)
- d. Develop steps to provide adequate and permanent funding for the ILDS. (Executive Committee)
- e. Provide direction to partners to develop strategies and methods to “push” data to users. (Technology)
- f. Improve access to labor market information for employers and job seekers that will allow them to promote and access job openings, review labor market trends, and identify education and training programs. (Technology)
- g. Investigate the feasibility of developing an easy-to-navigate and Section 508 compliant virtual one-stop and/or a mobile app for accessing one-stop services. (Technology)

Potential Action Steps

- i. Create “dashboards” for greater ease of data utilization by businesses, the IWIB, local boards, and other end users.
- ii. Identify skillsets required for growing employment opportunities and provide training and educational assistance to those wanting to qualify for future employment
- iii. Promote awareness of career opportunities currently available.
- iv. Ensure the full capability of Illinois workNet is being leveraged

Resources Needed (work group, staff, funds, etc.)

- i. IWIB Service Integration Policy Work Group to incorporate this into customer data collection and recommend improvements
- ii. Task Technology Goal Team with surveying current dashboard activities and options for further implementation

Timeline for Action Steps

- Qtr 1 2019

Objective 4: Increase Board Effectiveness Through High Quality Training and Resources for the State Board and Local Workforce Boards

Priority Activity 4.1: Initial and continuing training for board members

Lead Party to Manage Activities and Action Steps

IWIB Evaluation and Accountability Committee

Key Strategy

- a. Begin a formal on-boarding of new state board members to introduce and reinforce their understanding of their roles and responsibilities, local workforce initiatives and strategies, and relevant workforce data and trends.
- b. Develop a mentoring process that connects new and long-term members - business to business, private to public, sector to sector - and allows for two-way communication and feedback.
- c. Implement board member training focused on programs over which the board has authority including, but not limited to:
 - Board effectiveness
 - Board policy development and oversight
 - Roles and responsibilities of represented sectors

Potential Action Steps

- i. Develop an implementation plan, including timelines and delivery strategies, utilize annual IWIB retreat or time prior to regular quarterly meeting to inform members.
- ii. Develop a comprehensive, high level, online IWIB Member Manual and virtual libraries (including webinars, videos and podcasts) for new IWIB and LWIB members. Topics should include their role, responsibilities, the overall purpose of the board, relevant legislation, an overview of WIOA programs and policies, core and required agency partners, and other providers of WIOA services.
- iii. Create a mentoring program to connect new members with long-term members.
- iv. Seek assistance from the National Association of Workforce Boards in building these libraries, adopt or adapt materials they might have already developed.
- v. Work undertaken for Objective 5 will provide a foundation for the manual.

Resources Needed (work group, staff, funds, etc.)

- i. IWIB/agency staff
- ii. Consultant to develop training materials and curriculum and possibly provide training
- iii. IWIB Technology Subcommittee/Task Force

Timeline for Action Steps

- Qtr 1 2018; ongoing thereafter

Priority Activity 4.2: Build clarity and understanding between IWIB and LWIB members

Lead Party to Manage Activities and Action Steps

IWIB Executive Committee

Key Strategies

- a. IWIB will support LWIBs in their efforts to create a quality workforce for the local areas and the State of Illinois.
- b. Create a plan, method, or process to continually align local and regional workforce, education, and economic development priorities with the State's.
- c. Establish formal lines of communication between local workforce boards and the IWIB.

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- d. Strengthen connections between IWIB, LWIB Chairs and CEOs.
- e. Examine technology solutions to encourage IWIB-LWIB interaction.
- f. Ensure that this goal framework is consistent with related State-level efforts.

Potential Action Steps

- i. Establish a communication plan for sharing IWIB initiatives, policies, and other board activities.
- ii. Send a letter from the IWIB Chair to all CEOs and local board chairs sharing the Strategic Plan mission, vision and goals.
- iii. Solicit suggestions from LWIBs for collaboration with IWIB to help them achieve the goals of their local and regional plans and MOUs.
 - Identify how the local plan supports the overall State plan.
- iv. Ensure a liaison position (board staff) remains connected to the board members: make regular contact to request information, clarify non-attendance or participation in sub-committees, provide information at least three months in advance of meetings.
- v. Invite IWIB business members to attend LWIB meetings to establish rapport.
- vi. Invite LWIBs to share their activities and highlight their efforts at quarterly IWIB meetings.
- vii. Host an IWIB event (e.g., reception, breakfast, meeting, etc.) to get to know CEOs and LWIB members and discuss common challenges, successes, priorities, and needs.
- viii. IWIB will put together a list of talking points/suggestions for IWIB and LWIBs to move forward together as a State.
- ix. At least one LWIB business member should be a member of the IWIB to serve as the voice of the local areas.
- x. Continue to convene an annual summit to bring together State and local board members around current workforce issues and opportunities.
- xi. Evaluate the summit's effectiveness for continuous improvement purposes.
- xii. Create profile pages for each local board to include such items as:
 - Key metrics and results
 - Meeting schedules
 - Membership
 - Highlights/success/news
 - Challenges
- xiii. Make local board meetings available to IWIB members and others to attend in a "virtual" environment (if available and legal).
- xiv. Work with the IWIB Service Integration Policy Work Group and the Interagency Work Group to align language, policies, and strategies around customer-centered design and service integration.

Resources Needed (work group, staff, funds, etc.)

- i. IWIB/agency staff to assume this as function of their role
- ii. Evaluation and Accountability Committee
- iii. Support through consultant to develop training materials and curriculum and possibly deliver the training
- iv. IWIB Technology Subcommittee/Task Force, tasked with
 - examining "dashboard" options to enhance the use of data by local boards.
 - examining technology solutions and recommendations to expand access to state and local board meetings within a 'virtual' environment
 - creating and maintaining dashboards' tracking objectives and progress so

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- members can get updates at any time
- Making staffing and hosting recommendations
- v. Representative from local workforce boards

Timeline for Action Steps

- Qtr 1 2018

Priority Activity 4.3: Ensure that board members have the data they need to execute their board-related responsibilities.

Lead Party to Manage Activities and Action Steps

IWIB Evaluation and Accountability Committee

Key Strategies

- a. Explore strategies that use technology solutions in order to facilitate and enhance the use of data by IWIB and local board members (e.g. dashboards).
- b. Use key metrics in effort to understand whether the money being spent is effective.
- c. Incorporate forecasting data into the data sets and decision-making process.
- d. Provide board members with information in a timely manner

Potential Action Steps

- i. Convene a work group to identify what already exists and what is still needed, as well as a plan to gather new data as identified.
- ii. Define metrics and a schedule for regularly reporting performance, including that of the Local Workforce Areas, to the IWIB. Metrics to consider include ROI, unemployment rate, high school graduation rates, customer satisfaction, and related trends for each.
- iii. Create a process for improving performance based on metrics and feedback.
- iv. Revise the State Benchmarking Report to make it more relevant and use economically thriving states as benchmarks.
- v. Define performance metrics for board performance and quality and establish reporting schedules and tools.
- vi. Explore the use of dashboards to simplify and speed communications.

Resources Needed (work group, staff, funds, etc.)

- i. IWIB Technology Subcommittee/Task Force
- ii. IWIB/LWIB members on task force to help identify the information and appropriate system for dashboard creation.

Timeline for Action Steps

- Qtr 3 2018

Objective 5: Promote Board and Board Member Accountability

Priority Activity 5.1: Ensure board members have the information they need to understand objectives, make decisions, and track progress in advance of board meetings

Lead Party to Manage Activities and Action Steps

IWIB Executive Committee

Key Strategies

- a. It is critical that each board member thoroughly understand what the objectives are and current progress towards meeting those objectives.

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- b. Define strategic responsibilities and task responsibilities.
- c. Ensure current strategies are discussed and understood at each meeting.

Potential Action Steps

- i. Information about items that need Board approval should be provided at least three months prior to the meeting at which they will be considered.
- ii. Update the entire board on what each committee is tackling at least one week prior to meetings.
- iii. Identify effective practices occurring throughout the state and utilize them to inform training and policy decisions.
- iv. Executive Committee sets quarterly agendas.
- v. Review strategies at each meeting and modify as needed.

Resources Needed (work group, staff, funds, etc.)

- i. IWIB/agency staff
- ii. IWIB Evaluation and Accountability Committee

Timeline for Action Steps

- Qtr 1 2019

Priority Activity 5.2: Lead with authenticity

Lead Party to Manage Activities and Action Steps

IWIB Executive Committee

Key Strategies

- a. Provide board members with clear expectations
- b. Recognize/reward member participation and accomplishments
- c. Address issues head on - commit to identifying and addressing potential issues
- d. Develop a new member recruitment plan to support current members' efforts to recruit new members and identify individuals who want to be active
- e. Discuss the potential for longer term limits (if they exist) for state/local board members so as not to lose members shortly after gaining necessary knowledge and build continuity

Potential Action Steps

- i. Require Board Members to sign a letter that identifies their responsibilities in being present at meetings.
- ii. Require members to lead or participate in committees and/or work groups.
- iii. Provide a privately-funded annual plaque/award for full participation.
- iv. Mention board members and their companies in local press, showing they value workforce development.
- v. Issue a "Top Ten Accomplishments" of the past year.
- vi. Positively reinforce board members so they understand why they are on the board and that their active participation is necessary and accomplishes the board's goals.
- vii. Discuss potential conflicts of interest related to strategies.

Resources Needed (work group, staff, funds, etc.)

- i. IWIB staff
- ii. Consultants

Timeline for Action Steps

- Qtr 1 2018

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Timeline for Action Steps

	Lead	1Q2018	2Q2018	3Q2018	4Q2018	1Q2019	2Q2019	3Q2019	4Q2019	1Q2020	2Q2020	3Q2020	4Q2020
Priority 1.1	IWIB Technology Subcommittee/Task Force												
Priority 1.2	Integrated Business Services Workgroup												
Priority 1.3	IWIB EAC												
Priority 1.4	IWIB EAC												
Priority 1.5	IWIB Exec Comm												
Priority 1.6	IWIB Apprenticeship Committee												
Priority 2.1	Svc Integration Policy Workgroup												
Priority 2.2	IWIB Technology Subcommittee/Task Force												
Priority 2.3	Svc Integration Policy Workgroup												
Priority 2.4	Svc Integration Policy Workgroup												
Priority 3.1	IWIB Technology Subcommittee/Task Force												
Priority 3.2	IWIB Exec Comm												
	IWIB EAC												
Priority 4.1	IWIB Technology Subcommittee/Task Force												
	IWIB EAC												
Priority 4.2	IWIB Exec Comm												
Priority 4.3	IWIB EAC												
Priority 5.1	IWIB Exec Comm												
Priority 5.2	IWIB Exec Comm												