

Kentucky High Impact Workforce Investment Boards

Standards and Criteria

Standard Area I: Strategic Planning and Implementation

GOAL: WIBs are working strategically

Definition: A High Impact workforce investment board (HIW) has a strategic plan developed through an inclusive process that aligns with local and regional priorities and is flexible enough to be adjusted to changing needs and economic shifts.

Criterion 1: There is a strategic plan that is goal oriented and goes beyond the scope of Workforce Investment Act (WIA) funded activities.

- 1.1 The goals are clearly articulated and strategic.
- 1.2 There is an action plan related to and sufficient to meet the goals that go beyond WIA metrics.
- 1.3 There are clear, measurable and broadly agreed upon outcomes/metrics included in the plan.

Criterion 2: The strategic plan emerged from a broadly inclusive process, reflecting the participation of economic development, employer, human service, education, and other relevant stakeholders.

- 2.1 The strategic plan was shaped by data from a comprehensive regional labor market analysis.
- 2.2 The strategic plan was guided by public and private sector input (board members and non-board members) from critical sectors of the region.
- 2.3 It is evident that the board's strategic plan aligns with the plans of relevant stakeholder organizations in the region, as well as the goals of the Kentucky Workforce system.

Criterion 3: The strategic plan is a "living" document; it is part of a continuous improvement process.

- 3.1 The strategic plan describes timeframes and mechanisms for updating the plan.
- 3.2 The board periodically seeks input on their strategic plan from non-board member stakeholders.

- 3.3 The board tracks progress on their strategic plan, makes adjustments accordingly, and communicates progress to stakeholder and partners.
- 3.4 As a means of continuous improvement, the board updates its strategic plan based on stakeholder input, changing economic conditions, and developing opportunities and challenges.

Criterion 4: The board has adopted a sector strategy approach to its employer engagement.

- 4.1 Target sectors are identified using the most currently available regional labor market data.
- 4.2 The sector strategy approach is clearly reflected in goals and actions of the strategic plan and is in alignment with the 7 critical factors for sector partnerships¹
- 4.3 The skill needs of local employers are communicated to human service, education and training providers, and industry associations in the region.
- 4.4 Industry partnerships include key employers in the sectors who are driving the initiative forward.
- 4.5 The board gives clear direction to the one-stop operator regarding industry sectors to be targeted, including quantified expectations and targeted service and training resources for addressing sector needs.

¹World-class sector strategies for Kentucky include: 1. Sectors based on real-time data; 2. Sectors reflect regional consensus; 3. Employer talent needs identified; 4. Partner's plans and organizations support sectors; 5. Education and training aligned; 6. Business services aligned; 7. Continuous improvement and sustainability.

Standard Area II: Developing and Managing Resources

GOAL: WIBs effectively and efficiently attract and manage their resources.

Definition: A HIW maintains sound fiscal practices and aligns financial resources to the goals identified in its strategic plan.

Criterion 5: The board has reviewed and approved an annual budget with fiscal integrity that aligns with the goals established in its strategic plan.

- 5.1 There is a process in place for the board to be involved and provide clear direction for developing budget priorities in consultation with the Chief Elected Official.
- 5.2 The WIB discusses the budget within the context of the strategic plan and makes appropriate adjustments to both budget and strategy as necessary.
- 5.3 Understandable fiscal reports are provided to the WIB and Chief Local Elected Official on a timely and regular basis.

Criterion 6: Resources and assets are coordinated and leveraged from other workforce, economic development, human services and educational organizations/agencies².

- 6.1 The board has completed a community audit, asset map or similar plan to identify existing and emerging revenue resources and infrastructure in the region that go beyond WIA formula funds.
- 6.2 The board leverages partnerships with employers, educational institutions, and other relevant state and regional stakeholders to capitalize on funding opportunities.
- 6.3 All revenue development objectives, regardless of source, are aligned with the board's strategic plan.

² Please refer to the Definitions in Appendix B for examples.

Standard Area III: Managing the Work of the Board

GOAL: WIBs have a strong and engaged board that drives the strategy development and implementation for their local workforce system.

Definition: A HIW represents its community, measures its effectiveness in meeting stated goals, has a process for continuous review and improvement of its performance and the performance of the local workforce system, and shares information about its accomplishments.

Criterion 7: The board is diverse, connected to the community, and business driven.

- 7.1 The board membership is representative of area employers in target sectors and includes other community leaders.
- 7.2 New board members are oriented to assure they are aware of their roles, responsibilities, and strategic goals and activities of the board.
- 7.3 There are policies and/or procedures in place to encourage and ensure active participation of private sector board members, including by-laws that require: a quorum of business members to hold a meeting; all committee chairs be from the private sector; and a majority private sector executive committee.
- 7.4 Non-board members engaged in related strategic work are invited to attend and participate in board meetings.

Criterion 8: The board measures both the board's effectiveness and the effectiveness of the local workforce system in meeting their stated strategic goals.

- 8.1 The board tracks the progress of strategic board-led initiatives from inception through collection and analysis of outcome data to determine whether it is getting the appropriate return on its investments.
- 8.2 The one-stop operator communicates to the board their progress on meeting priority targets for service and training.
- 8.3 The board evaluates the effectiveness of one-stop leadership in carrying out the goals identified in the strategic plan.
- 8.4 The board takes action to mitigate system weaknesses or poor performance.
- 8.5 The board tracks and analyzes customer satisfaction (both jobseekers and employers), and other relevant system measures beyond WIA required measures.

Standard Workforce Investment Act-based and/or Administrative Criteria

- Staff has the WIB review shared full findings from independent audits with the WIB, and that any fiscal findings are being addressed.
- Written policies exist for procurement, fiscal processes, cost allocation procedures, and travel reimbursement.
- The by-laws included attendance expectations and a process for removing members who do not attend meetings.
- Nominations for board members presented to the chief elected official include a rationale for member appointment based on sectors, geography, leadership skills, community influence, and connection to the strategic plan.
- Committee chairs make reports to the full board, not staff.
- There is a written process for how board meeting agendas are developed (as contained in the by-laws or other documents).
- Board members have been given opportunity to provide input for the agenda.
- There is evidence that the chair and/or executive committee approved the agenda before it was sent to all members.
- The by-laws or committee charges outline the authorities of the committee.
- The by-laws address that the WIB can take action between regular meetings (e.g., option for special meetings to be called, options for executive committee to act on behalf of the full board).
- The executive director job description reflects responsibility for carrying out the mission/strategic plan of the board.
- The executive director evaluation tools include assessment of how well the executive director carries out the strategic plan of the board.
- Information needed for meetings is distributed to board members at least one week prior.
- There is a formal process for how the WIB has input into the executive director's evaluation.
- The organizational chart clearly shows the executive director reporting to the board.