

# State Workforce Investment Board Executive Committee

April 24, 2008

## MINUTES

**Committee Members Present:** Dan Miles, Chair; Pat Wise; Dave Crum; Keith Kelly; and Arlene Parisot.

**Committee Members Absent:** Marty Copps, Vice Chair; Georgia Gibbs-Atkinson; Mike Grove; Lane Larson; Robbe Lindsey; and Mike O'Neil.

**Staff:** Leisa Smith and Danielle Nettleton.

**Guests:** Mary Berg, Judy Cerisa, Ingrid Childress, Suzanne Ferguson, Linda Moodry, Joe Strelnik, and Gary Warren.

### I. Welcome & Introduction

Chairman Dan Miles called the meeting to order at 8:37 a.m. He welcomed staff, committee members, and guests. He thanked Butte College of Technology's Dean Jane Baker for hosting the meeting.

#### Roll Call and Housekeeping

Danielle Nettleton conducted roll call, addressed house keeping items, and reviewed the meeting documents presented. Chairman Miles explained the committee conducts business under Roberts Rules of Order. He stated he would relax Roberts Rules of Order to allow informal discussion among members. He reminded council members to please state their name clearly when speaking for the accuracy of the minutes.

#### Approval of Agenda

Chairman Miles stated the Agenda times are tentative and requested the privilege of adjusting meeting items as needed. The agenda was accepted as presented by consensus.

#### Approval of Meeting Minutes

Chairman Miles asked if there were any changes to the July 26, 2007 minutes. Keith Kelly made a motion to approve the meeting minutes as presented. Arlene Parisot seconded the motion which passed unanimously.

### II. Corporation for a Skilled Workforce (CSW)

Chairman Miles and Staff Director Leisa Smith welcomed guest speaker Lindsey Woolsey, Senior Policy Associate, Corporation for a Skilled Workforce (CSW) CSW provides assistance to government agencies, private sector, communities and Workforce Boards in reimagining their goals and visions. Over the past months, Ms. Smith and Ms. Woolsey have been discussing continuous improvement ideas for Montana's State Workforce Investment Board (SWIB). Her presentation included topics and discussions around the following key points:

- Rules for success in our changing global economy are changing;
- Changes in the world economy impacting workforce, business/industry, economic development and need for education both pre and post
- Workforce challenges in this new global market

- Re-imagining ways to build a workforce that is skilled enough quickly enough to create jobs we can sustain.
- Where and How State Workforce Boards fit in along with challenges and ways to
- Qualities of good State Boards and Guiding Principles
- Building coalitions
- Tools and Activities around strategic planning, retool and reinvention.

Additional comments and discussion revolved around:

- WIRED philosophy as current main driver of change in workforce development structure and approach.
- Technology in the global economy has changed rapidly, creating a wider wage gap. The workforce development system does not move as fast.
- Boards need to move in a wholesale business approach;
- Montana will soon face a retirement bubble; the assumption of a work shortage should not be assumed. The younger generations want people to retire and advance into higher positions.
- There has been a trend of growing low-wage jobs faster than people would like. Problems can include knowing the floor for classifying jobs by wage and benefits; where do you utilize public dollars. Do you support minimum wage jobs classified as low-wage?
- SWIB's have shifted their focuses to become industry specific. They identified career pathways and ladders in the service centers. Dave Crum noted employers try to retain employees do to industry shortages by increasing to higher wages, providing health insurance, and retirement benefits. Some employers provide funding to high school classes, providing an individual with specific skills to obtain a job in the business's industry.
- Effective boards are having high level conversations by identify two or three big strategy areas. How do boards support these businesses who are achieving this? Mr. Miles commented the board has discussed possible areas the board can assist; including healthcare worker shortage, health insurance, lack of a skilled workforce, and the growing wage gap between the rich and poor.
- By getting the board interested and engaged, members who are leaders of systems in their community can draw on their regions and bring it back to the board.
- Arlene Parisot indicated an issue in education is how to utilize public and federal dollars effectively and lead participants into high skill, high wage, and high demand occupations while meeting the federal requirements. Ms. Wolsey reported there are ways to reconcile when both entities have separate goals. They can be brought together by rethinking the education system and how adult learners learn. In Michigan there is a program called No Worker Left Behind offering 2 years of free tuition. Chairman Miles asked how to identify the best promising practices and share them. Ms. Woolsey noted the need for one individual whose full time job is to identify the promising practices in both the public and private sector. Attending national Chairman Conferences is an ideal way to identify these practices across the nation.
- Ms. Woolsey provided examples from other states and the role of staff.
- When a Board wants to restructure, it is a good idea to do a thorough statewide analysis of programs; locating gaps and identify what's available. The analysis is called a State of the Workforce Report, usually taking 6-12 months to complete. The report can create an understanding of how a system is operating or not operating effectively.
- Some effective Boards across the country do not discuss WIA during meetings. Only directors and staff deal with WIA; action is taken by a subcommittee specifically created for WIA business. Moving away from WIA has highly engaged participation of business members; increasing attendance. In Oklahoma, board members could not explain the WIA program.
- Oklahoma has also developed a plan on one page, encouraging entities to read, understand, and implement the plan. When a member is presented a multiple page plan they are overloaded

with information. Colorado has a sub committee who works on WIA topics and reports back the SWIB. In Oklahoma, the sub-committee does not report activities to the SWIB. Boards that eliminate WIA from their discussions are finally able to talk about issues that interest members; providing solutions rather than discussing performance measures. WIA has staff that ensures these issues are taken care of. Robbe Lindsey expressed the difficulty members face with the overwhelming information of WIA during a meeting; making it tough to get on the same page. Talking about issues that are relevant to the audience will encourage increased participation from employers and economic developers; regardless of their industry. Both the public and private sector speak different language, making it difficult to connect and solve similar issues.

- A successful trend is industry clusters. Regions bring industry entities together for networking and create industry specific partnerships. The approach is different; it doesn't replace Local Boards or One-Stops, but compliments them. It requires Boards to stay focused and perform trend spotting to identify what works. Ms. Woolsey noted Oklahoma choose to focus on three specific industries, developing a detailed report on a region's industry, subsector by subsector. Committees and Taskforces were developed to focus on specific industries. Industry experts were appointed to serve as ad-hoc members with a 12 month term limit. Groups would hold summits, engaging big time employers, and giving the board a direction to follow. Oklahoma did a lot of data analysis. Keith Kelly indicated funding for projects like the ones in Oklahoma can be an issue.
- The board needs to find opportunities to leverage resources. Ms. Wolsey stated many employers will assist with funding when they will benefit from the project. Chairman Miles referred to the Healthcare Taskforce Report, discussing the possibility of brining the healthcare industry together for a summit. Ms. Woolsey encouraged the board to refresh old statistics in the report and bring major key players in the industry together to learn the issues they are facing. Mr. Crum reported Hospital Boards and Foundations are addressing the same issues as the SWIB indicated in the report. Ms. Woolsey explained private entities do not access the public system because they are confused and do not know who to contact for help. If you bring entities in the industry together and identify common challenges you can take the information and discuss possible solutions that help everyone. Mr. Crum informed members of scholarships given by health industries for individual to obtain a nursing license. The companies see their return in skilled nurses who work for them. Having a high turnover in the healthcare industry and poor supervision is bad for the patients. Industries came together and after discussing common challenges they realized they were competing for the same employees. They decided to come together with the state and received funding to assist in education for workers; creating a larger skilled workforce for the healthcare industry. Most of the meetings are done with interested parties; rather than a full SWIB meeting. The industry summits would include SWIB members with specialties or interests in the same area. Holding summits can be difficult with limited funding and resources. Federal funds continue to decrease; creating a larger incentive for boards to look elsewhere for funding resources. Having the public sector and private industries put their resource together to hold summits and fund activities can be successful when the product benefits the industries need. This can have astonishing results and provide flexible money to implement in innovative practices. 5 years ago in Michigan, 14 engineering firms came together and worked with a non profit organization to increase wages for low wage workers. Today the group is still working together and one of the firms now strictly works as a consulting firm to help identify workforce issues and create training programs. The firms will move employees between the companies based on the workers skills and help advance them into higher positions. The group's efforts are now funded through legislation and have saved \$975,000 in Temporary Assistance for Needy Families (TANF) and WIA funds. In Montana, Hospitals have the funds to address their needs; they need to know how to use them effectively.

### **III. Continuous Improvement Recommendations**

Chairman Miles reported staff had provided a survey at the past SWIB meeting asking members to identify important issues, concerns, and projects for consideration. The survey was also completed by Workforce Services Division and SWIB Staff. Chairman Miles created a workgroup with Dave Crum leading as Chairman to work with staff and to further prioritize the compiled suggestions for presentation to the Executive Committee. Recommendations include:

- On-going involvement with the One-Stop Systems
- Continued focus on education and training especially for small rural business
- The need for a renewed vision statement with goal and objectives. Board sustainability and life beyond WIA. Clearer guidelines around Roles & Responsibilities
- Heightened awareness of workforce related proposals, grants, and legislative issues.
- Research into innovative alternative funding. Example: Private Sector Resource - Hospitals have funds and resources to invest if you share the same interests as them and they see an avenue to reach their common goals.
- Reports and Summaries - One-page reports/summaries help with information overload;
- Chairman Miles asked for clarification on the goal setting process. Ms. Woolsey explained the Board should develop three strategies in-line with the governor's goals. Examples of quality life, quality jobs, and sustainability were given as impact areas. During the next board meeting, members should work together to develop sub-set goals to fall under each strategy. Chairman Miles requested SWIB staff, SWIB members in Helena, and the Governors Office hold a meeting to develop five to six strategies within the impact areas for the May board meeting. Ms. Wolsey reminded the members to identify the impact areas. Discussion's occurred regarding the use of the Governor's Discretionary Funds to pay for a facilitator to set-up meetings with key industry leaders identified by the SWIB. Mary Burg suggested contacting One-Stops when looking for key industry leaders.

### **IV. One-Stop Certification Assessment**

Jeff Rupp reported the One-Stop Committee met in March to discuss the certification reassessment process of One-Stop Systems. Currently a One-Stop is certified for two-years. SWIB staff created a Certification Assessment tool to be completed bi-annually by One-Stop Operators' for staffs' review of the progress and accomplishments of the system. The Assessment can be completed and submitted online to staff. Mr. Rupp reviewed updates and changes to the One-Stop certification criteria, process, and the new assessment tools. Mr. Rupp encouraged not disbanding the committee; noting the possibility to work at enhancing partnerships and increasing the ways One-Stops may be utilized. Chairman Miles asked if an on-site review will be completed during the certification assessment process. Mr. Rupp announced staff has the ability to perform site reviews at any time and it is not a requirement to maintain certification. Ingrid Childress commented WIA staff can perform on-site reviews during monitoring.

Mr. Kelly moved to approve the One-Stop committee's recommendations. Mr. Crum seconded the motion which carried unanimously.

### **V. Workforce Promotional Documentary**

Mr. Lindsey informed the committee of technical difficulties restricting them from viewing the workforce promotional documentary. The documentary was made for John Porterfield of Porter Block. Mr. Lindsey deferred to John Porterfield of Porter Block to share workforce. Mr. Porterfield reported on a tuition free concrete program in Michigan being offered to Montana residence. Mr. Porterfield plans on hiring everyone who completes the tuition free program. The only expense to students will be living and travel

expenses. He looks forward to bringing more manufacturing jobs to Montana. He explained the process of converting mining waste into blocks that can be utilized for buildings. He encouraged providing continued education to students after graduating high school. He plans on creating a test plant in Butte; creating jobs and working toward eliminating mine waste.

## **VI. Other Business**

Chairman Miles announced the retirement of board member Arlene Parisot from the Office of Higher Education. With her retirement she will be resigning from the SWIB. On behalf of the SWIB he thanked her for her service and team work. Ms. Parisot thanked the board and expressed her enjoyment of serving as a member.

Chairman Miles asked for comments and suggestions regarding the location for the May SWIB meeting. The committee recommended holding an evening meeting Tuesday, May 20, 2008 in the late afternoon with a dinner break and reconvening Wednesday, May 21, 2008. The meeting will be held at the Crown Plaza in Billings in conjunction with the Governor's Workforce Conference.

## **VII. Adjourn**

With no further business Chairman Miles adjourned the meeting at 3:24 p.m.

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Dan Miles, Chairman

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Date