Nevada Governor's Workforce Development Board

Strategic Planning Retreat

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The National Governors Association

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

What We Do
The National Governors Association (NGA) is the bipartisan organization of the nation's governors. Through NGA, governors share best practices, speak with a collective voice on national policy and develop innovative solutions that improve state government and support the principles of federalism.

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The NGA Center for Best Practices

Policy Areas:

- **Economic Opportunity**
- Education
- Environment, Energy, & Transportation
- Health
- Homeland Security & Public Safety

Services:

- National Meeting of Governors
- In-State Assistance
- Multi-State Policy Academies
- Research & Published Reports

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Presentation Overview

I.   Why are high-performing boards important?

II. What are the elements and examples of a high-performing board?

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Framing the Challenge

Two Related Problems

Many individuals lack the training and education necessary to obtain middle-class jobs

Businesses have trouble finding the skilled workers they need to be competitive in the global economy

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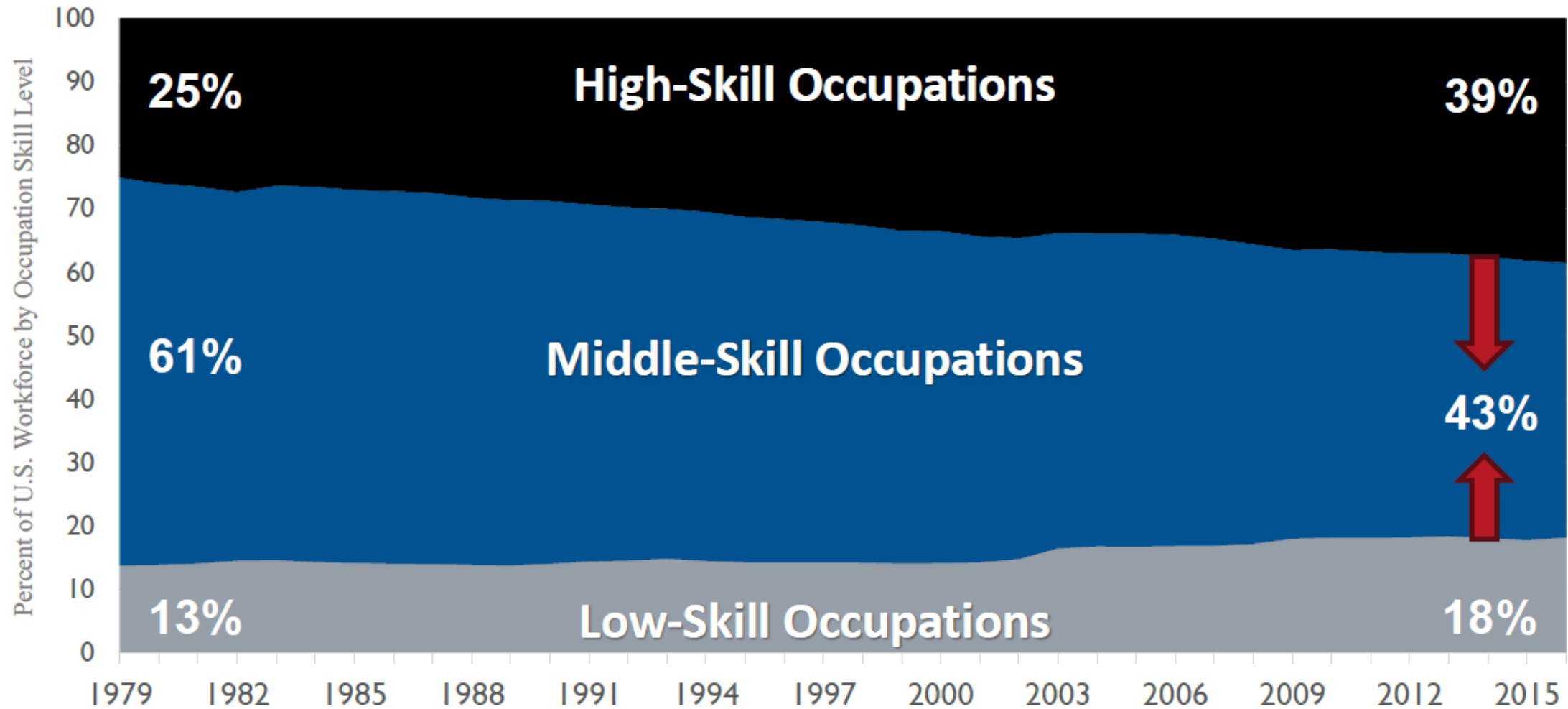| Technology | • How will technology impact jobs? |
Skills	• How will skill requirements change in the economy?
Work	• How is the nature of work changing?
Demographics	• How is the face of the workforce changing?

Employment Shares by Skill Level
January 1979 - September 2016

Percent of U.S. Workforce by Occupation Skill Level

High-Skill Occupations

25% 39%

Middle-Skill Occupations

61% 43%

Low-Skill Occupations

13% 18%

1979 1982 1985 1988 1991 1994 1997 2000 2003 2006 2009 2012 2015

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Expenditures on Education and Skills Training, by Age and Source
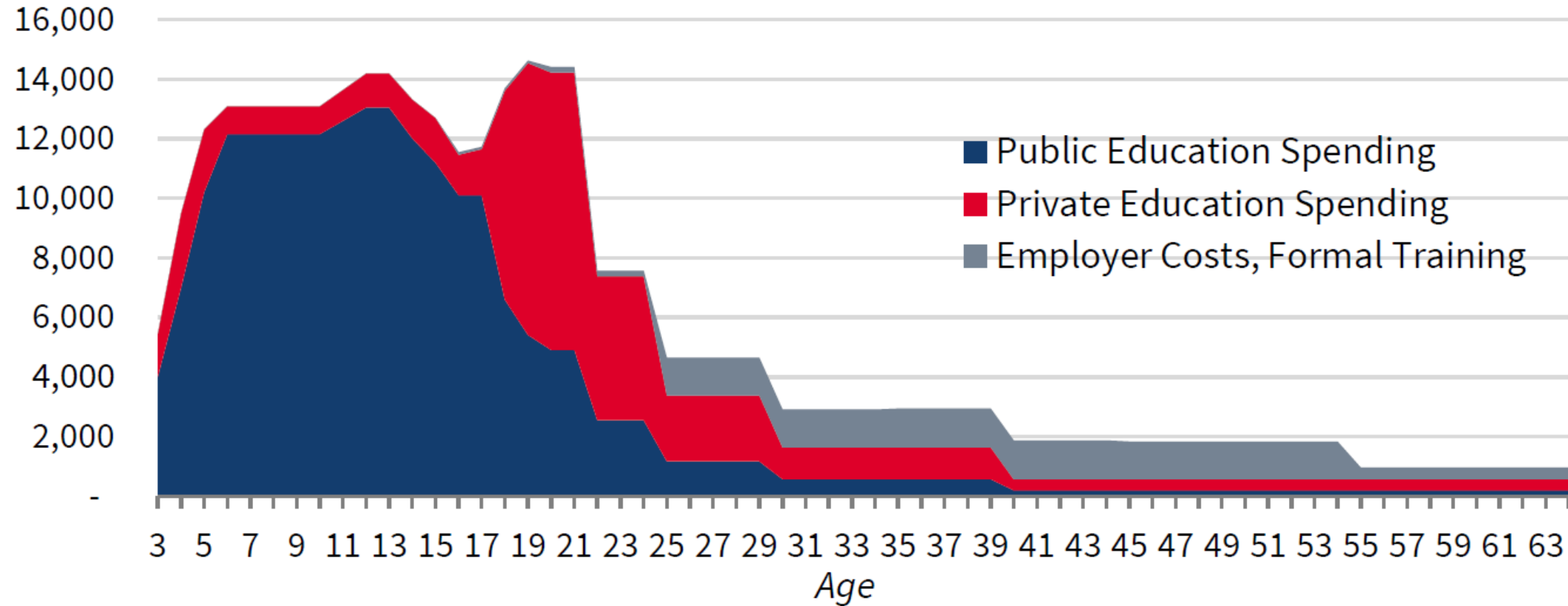
$ per capita (2017)

Chart from Council of Economic Advisers. Data sources: OECD, U.S. Census Bureau, BEA, BLS, Association for Talent Development (2017), Carnevale et al. (2015), CEA Calculations.

To Summarize

Solving these challenges will require state systems that align education, workforce training, and economic development to achieve desired results for far more individuals, employers, and state economies.

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Presentation Overview

I. Why are high-performing boards important?

II. What are the elements and examples of a high-performing board?

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What is a High-Performing Board? A Model of System Leadership

Outcomes:

- Workforce System Success:
  - ✓ Meeting the Needs of Business
  - ✓ Meeting the Needs of Workers

- Policy Development
- Policy & Resource Alignment
- WIOA Compliance

Communicate a Vision

Build Strategic Partnerships

Keep the System Accountable

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Communicate a Vision

In Principle...
• Set a vision that is inspirational, aspirational, and concise; • Focus on two or three key issues to realize the vision; and • Use a common language to communicate the vision.
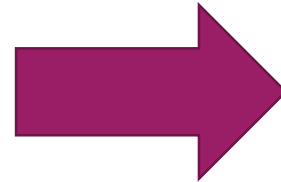
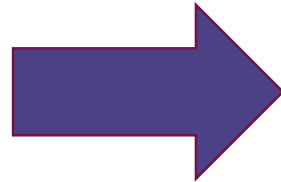| In Practice... |
|---|
| **Washington:**
• Steering committee articulated a clear vision of success from business and labor.
• Identified four strategic priorities for the entire system to focus ongoing work.

Virginia:
• Created board strategic plan with concise, governor-aligned vision and priorities.
• Communicates strategies in context of key challenges and identifies necessary partners for implementation. |

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Build Strategic Partnerships

In Principle...

- Recognize that change takes time;

- Have a clear decision making process among partners; and

- Empower board members to serve as ambassadors for the system.

In Practice...

North Carolina:
- State career pathways initiative established with required education, business, and local board partners.

- Local flexibility in focus areas and implementation, but state quality standards and approval process.

Colorado:
- Developed talent pipeline report identifying all aspects of creating a skilled workforce, updated annually since 2014.

- Collaborate with broad range of agencies and external partners to implement recommendations with ongoing board support.

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Keep the System Accountable

In Principle...

- Set measurable goals related to your state's vision;

- Utilize partner feedback to evaluate progress;

- Develop an evaluation plan for your board that will assess whether the board is making progress.
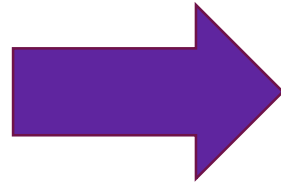
In Practice...

Illinois:
- Developed board strategic plan communicating key priorities and empowering committees and task forces to act on them.
- Established metrics to measure success and promote continuous improvement on all priorities with university research support.

Texas:
- Provides clear, annual reporting on the elements of the system's strategic plan.
- Conducted a long-term evaluation of their efforts to track progress.
- Institutionalized the workforce system's vision into other agencies' accountability processes.

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What are your take-aways?

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Communicating a Vision

"At the end of one year (or two years or five years), we will know that our system change strategies are successful if ..."

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Achieving Success

- Strengths – **What is currently in place to build on? What is working?**

- Weaknesses – **What are the challenges and barriers to success? What is not working?**

- Benefits – **What are the benefits if success is achieved?**

- Dangers – **What are the dangers or possible unintended consequences of succeeding?**

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Communicating a Vision and Priority Setting Activity

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Next Steps