



THE NATIONAL ASSOCIATION OF STATE WORKFORCE BOARD CHAIRS

2008 ANNUAL MEETING: *HARNESSING THE WINDS OF CHANGE*

AUGUST 3-6, 2008

DOUBLETREE HOTEL, PITTSBURGH, PA

----- MEETING NOTES -----

Sunday, August 3rd, 2008

Welcome to the 2008 Annual Meeting, Introductions, and Setting the Context

- Pat Hudson, chair of the Association opened the meeting welcoming everyone and thanking Pennsylvania for hosting the meeting.

Welcome to Pennsylvania, *David Malone, Chair, PA*

- Pittsburgh used to be the Silicon Valley of the Industrial Age. The Hot Metal Bridge carried 85% of all of the U.S. steel out of Pittsburgh during this time and when the steel industry left Pittsburgh so did jobs for many of the city's inhabitants
- Now the city and the state have finally recovered from losses attributed to the exiting of the steel industry and the economy is strong. PA's payroll is at an all time high.
- Workforce is critical to this economic success and it is important to relay this message to Congress.
- A priority is to get employers to the table so they are part of the discussion and solution.

TITLE: Legislative and NGA Update/Open Q&A, *Joan Wodiska, Director, Education, Early Childhood & Workforce Committee, NGA*

Joan Wodiska discussed potential workforce legislation to come up during the next session. She also introduced Doug Dziak from Senator George Voinovich's Office and discussed legislation the Senator is proposing regarding WIA.

- Governor Rendell of Pennsylvania is the new NGA Chair for the upcoming year and his focus will be on infrastructure and rebuilding America.
- NGA will be focusing on this initiative in addition to the ongoing workforce changes the Governors' discussed during their summer meeting.
- This fall it is important for Governors to update their comments on the WIA and the NGA knows the National Association of State Workforce Board Chairs is critical to directing these comments.

- NGA is also hosting knowledge building sessions in the next couple of months in order to put together a cohesive message for workforce.
- Linda Lawson from the NGA was introduced and will help with the workforce focused lobbying. She will be critical because of the appropriations fight for workforce that lies ahead.
- There is a great opportunity for the workforce community:
 - Unemployment surged ahead of what it was after 9/11
 - 20% of total unemployment population is unemployed for 26 weeks or more
- In April 2008 Governors asked Congress for legislation to address the strain the economy was experiencing. The requests included:
 - Passage of an extension for food stamps
 - Passage of unemployment insurance extended benefits
- Congress granted the unemployment extension to only states with unemployment above 6%, making it difficult for other states that did not qualify, but still really needed the extension.

Doug Dziak, General Counsel, Senator George Voinovich* key points and **feedback from state representatives:*

- As the former mayor of Cleveland, Senator Voinovich saw large numbers of manufacturing/automobile jobs leave the city/state as did many of the rust belt states and cities, so he understands the importance of workforce.
- The Senator held round tables around Ohio to discuss the challenges facing the workforce and his office authored legislation with changes to the current workforce system.
- The Senator's office is currently working on version 2.0 of the legislation and presented a copy to the participants of the meeting.
- We are looking for input from the participants regarding the proposed legislation.
- The legislation addresses the following areas and we are looking for input on these issues:
 - Lack of flexibility for states when working with WIA
 - Are the correct individuals involved in the process?
 - Are the metrics correct? If not, what would be better?
 - Need more input from states on why the changes are necessary and if it is a worth "add on" to WIA
 - What impact will the legislation have on members of the workforce system?
- Key points raised during the group discussion included:
 - The legislation should include guidance regarding sector collaboration
 - Waivers should be discussed and legislation should be more flexible so large numbers of waivers are no longer needed
 - Discussion surrounding the tensions between local WIBs and the state board should occur
 - The power local politicians have over WIBs adds a lot of tension
 - The system should be demand driven and business driven
 - A difficult challenge is breaking down the silos – many states are finally getting MOUs to force cabinet secretaries to start working together
 - It is a challenge to make a universal workforce system because there is a need to expand funding and to expand number of people served
 - What are incentives to get regions to work together and cooperate?

- Workforce and economic development go hand in hand
- It would be easier for states to continue with waivers if legislation to change the system does not go through
- The new legislation would be on a voluntary basis so states would not be forced to participate
- In order to create a long-term systematic change – the system needs flexibility
- Need to create ways for kids to have exposure in 7th grade to career development
- Vocational education programs are great examples of public-private partnerships because they have strong buy-in from the business community
- There needs to be a focus on the basic/essential skills because the business community needs those more than other skills
- WIA did the following wrong:
 - Made it more difficult to train people
 - Continued as a work first system that went along with TANF
 - Moved old programs into the act and created a system with no funding
 - Did not encourage regionalism, but gave power to local entities
 - Did not address the fact there are no longer high pay, low skill jobs
 - Did not provide a good way to measure the skills gained
 - Discouraged business partners to become fully engaged
 - Made it difficult to get data
 - Did not reference infrastructure support
- Now it is important to work with the NGA to write a provision giving Governors flexibility to use the funds in the best way possible for their states
- It will be important to compel partners to actively contribute to fund the system (state and local)
- Need to empower system by having control and introducing clarity
- Need to create standard business processing into the system
- Need to empower system to connect with business – show them what is in it for them
- Change the perception of the program by changing the name from the “Workforce Investment Act” to the “Workforce Improvement Act”.

Monday, August 4th, 2008

TITLE: New members’ breakfast and orientation session

The new members to the association met for breakfast with the executive committee for an orientation to the organization and to discuss the benefits of networking with each other through the association.

- Action: Executive Committee will send out the association “fact book” to new members
- The key to the association’s success is the willingness for all members to share ideas and best practices
- The organization has been helpful with discussing and modifying the fundamental elements of the workforce system
- The boards role is to gain influence so they will have a significant impact on any changes made to the workforce system in the future
- The staff of the association do the following:

- Guide work to determine agendas for meetings – but the board has to lead the meetings
- Facilitate
- Train
- Manage logistics

Keynote Session: “Implications of the election, economy and other uncertainties on state workforce systems”

Keynote Speaker: *Lee Foley, Managing Partner, Foley Maldonado & O’Toole*

- To view talking points please go to: [LEE FOLEY’S TALKING POINTS](#)

TITLE: Separate Chairs and Staff Directors Breakouts – to discuss discussion questions and workforce messaging

The State Chairs and the Staff Directors broke into two separate groups to discuss the communications and workforce messaging presentation and to make suggestion on how to modify the approach. They also discussed Lee Foley’s presentation by answering and discussing the questions below.

- To view presentation please go to: [PRESENTATION 1: COMMUNICATIONS & WORKFORCE MESSAGING](#)

From Lee’s remarks, what words or phrases particularly struck you? Did you walk away from the talk more bullish or bearish on the future of workforce development given other political and economic trends?

- Bullish – need to find a vehicle to attach to take advantage of opportunities for the workforce system
- Energy is going to be a “major point” – need a connection between this and workforce
- Workforce needs to be part of the transformational discussion
- People get elected by focusing on education not workforce development
- Need to make links to get on front end of discussion
 - How do we get on the radar screen?
- Need to “Blow up the system”
- Marginalization of Local WIBs
- Defining workforce development
 - Issues with messaging

Were there particular ideas or themes that surprised you? Which ones?

- Most Americans don’t know or understand situation/information
 - Why?: Because the public knows what it is, but they don’t’ identify it with the workforce system
- Workforce is not seen as relevant
- Need to get away from “system” and message together with workforce, education and economic development
- Most people don’t know there is a workforce problem

- JOBS vs. WORKFORCE – people identify with JOBS and “jobs” are not working for people right now
- Need to get away from workforce terms
- Basic skills – need to fill these gaps

Which of Lee’s comments have the strongest implications for your state? Why? What do you think your state and the state WIB can do to help manage these trends and dynamics to achieve positive outcomes for the state’s workforce?

- MD: Skill shortage, not worker shortage
- MI: Look at the employers perspective
- PA: Trying to just keep “good projects” with budget and political threats
- PR: Workforce system is very political – it is hard to know what will survive in the future
- NM: There are two groups – a highly educated group of people and less educated.
 - Skill gaps run the gamut
 - How to approach different populations?
 - Incent venture capital
 - Lack of basic skills – match with existing jobs or up-skill projects
- Large employers want to weigh in
 - Recognize their need is in the pipeline – new way of thinking on a board
 - They can bring \$\$ and influence
- We think in silos and pockets
 - Need to understand needs of businesses and establish credibility with them
- Get employers to express their needs

Can you recall lessons from earlier periods of change and transition that you think can be applied to today’s set of circumstances?

- IT Boom – caused similar change
- External stimulus or crisis needed to cause change – ENERGY!
 - “Give us the damn money!”

TITLE: Ensuring Workforce Competitiveness: The Role of Work and Career Readiness Certificates

Representatives from Georgia, Arkansas and Virginia presented about and discussed their state’s workforce readiness efforts.

- **Debra Lyons**, Director, Governors Office of Workforce Development
 - To view presentation, go to: [PRESENTATION 2](#)
- **Joe Franklin**, Assistant Director, New Hire Registry and Career Readiness Certificate Program, Arkansas Department of Workforce Services
 - To view presentation, go to: [PRESENTATION 3](#)
- **Clarice Hall**, Management Project Analyst, Arkansas Department of Workforce Services
Bob Leber, Chair, Virginia Workforce Council
 - To view presentation, go to: [PRESENTATION 4](#)

TITLE: Overcoming Crisis in the U.S. Workforce: Findings from the National Commission on Adult Literacy Final Report

Cheryl King discussed the final report from the National Commission on Adult Literacy. Both Cheryl and Mark Musick led the group in a discussion about the impacts of adult literacy on the workforce and initiatives to help address the issue.

- **Speakers:** *Cheryl King, Study Director and President, Kentucky Wesleyan College and Mark Musick, Chair, Georgia Workforce Investment Board*
- **Summary of key points:**
 - Highlighted the recent report, Reach Higher, America: www.nationalcommissionadulthoodliteracy.org
 - The report found that almost 90 million adults aren't prepared to meet the demands of today's global economy or secure a family-sustaining wage job.
 - The Commission recommends enacting a comprehensive new "Adult Education and Economic Growth Act," a new domestic "Marshall Plan" that would overhaul and expand adult education and workforce skills training. The system should integrate adult literacy and workforce skills with the capacity to serve 20 million adults annually by 2020.
 - The Commission also calls on Congress and state governments to make postsecondary and workforce readiness the new mission of the adult education and workforce skills system (A new Act either within WIA or on its own).
 - Calls on states to engage in comprehensive planning and establish goals to improve educational attainment and workforce skills of their adults in light of their economic development goals.
 - States should legislate authority for coordination and alignment of systems consistent within their postsecondary education, workforce, and economic development goals.
 - New federal funds should be awarded to states following federal approval of a comprehensive adult education plan.
 - Challenge noted in getting the adult education system directors on board.
 - There is a huge return on investment when money is put into adult literacy. This return is seen through:
 - Citizenship
 - Voting
 - Health
 - Impact on children
 - The adult illiteracy rate has increased in the past few decades for many reasons, one being the change in demographics:
 - More single family parents
 - More children in poverty
 - More family members working to help families live
 - The GED pass level is not set at "college ready" and it should be to meet the increasing standards put on by society
 - There is a major need to align Title 1 and Title 2 of WIA
 - Incumbent worker training is necessary to help deal with adult literacy issues
 - Literacy programs should be aligned with strategies coming out of workforce boards. Strong models in states are:
 - Washington

- Louisville, KY

Tuesday, August 5th, 2008

TITLE: The Future of Workforce Development: Setting the Context, Key Themes and Provoking Discussion

Larry Good from CSW and Martin Simon from NGA led the group in a facilitated discussion on the future of workforce development. Groups started out by addressing the discussion questions below and then shared their input with the group to spur additional discussion.

Discussion questions:

- *What are the current – and likely future – realities of the labor market due to technology change, globalization, corporate restructuring, process changes, and demographics that must be considered as we look at the future development of the workforce?*
 - Almost constant demand for re-skilling
 - Entry level worker housing
 - Growing gap between the “haves” and “have nots”
 - Changed loyalties: employer and employee have no expectation of long term relationship. Why should employer spend money on training?
 - Change occurs more rapidly than the current system can manage
 - The unskilled high paying jobs are gone
 - Pervasive technology gap
 - Changing demographics are bringing people with more skill deficits into the labor market
 - Individuals and companies are competing globally
 - Sharing and transferring of knowledge from mature workers to younger workers
 - Digital divide
 - Utilizing the diversity of our workforce
 - Businesses investing in the workforce
 - Accelerating implementation of advanced technology in processes and products
 - Demographics trump/magnify all other changes
 - Technology is a key part of the answer and the problem
 - Must train existing and new workers at the same time to meet the fast pace of change in the workplace
 - Just in Time Delivery of skilled labor to business – they need it when they need it!
 - Business innovation will demand more training
 - Greater cultural sensitivity
 - Changing family structure
 - The need for life-long learning
- *What are the underlying theories of change that could be employed to make substantive impact on “big” workforce issues? What assumptions about work and learning are at the heart of our current workforce development policies?*
 - Federally funded
 - Has to and should serve everyone

- Measured by targeted groups they serve
 - Driven by performance measures
 - Not relevant to business (by business)
 - Constituents will “do what we want”
 - “We know best”
 - Employment is the end result
 - Perception of lifelong learning
 - We know what the questions are
 - System is going away because it isn’t working
 - K-12 is not preparing people for work
- *How do we demystify “adult learning” and move beyond old second chance frameworks to ones built on continuing learning? How do we craft the value proposition of investments in workforce development to avoid the fallacies of metrics and unintended consequences?*
 - Engage and connect with folks who need skills through more advanced means (i.e. MTV, text messages, MySpace)
 - Outreach to high school dropouts using technology
 - Incumbent worker training (up-skilling)
 - Immigrant outreach
 - Simplify funding streams, less silos and multiple metrics
 - Measure what’s important and reward for performance
 - National Standardized “NCRC”
 - Flexibility to localize or regionalize according to need
 - Clear direction for the “system” – fix the parts that don’t align
 - Align timeframes of state plans (i.e. Carl Perkins, WIA, etc)
 - More state funds need to be put on the table
 - Employer driven strategies are needed (i.e. sector strategies)
 - Block grants
 - Put together a system that is flexible
 - Second chance system: 1) under-skilled; 2) unskilled – be the best second chance system
 - 80M workers are not skilled and a push should occur to design a vehicle to get them skilled
 - Identification and implementation of career pathways (McDonald’s to healthcare) across sectors
 - “Connector” between education and business “conveners”
 - Hybrid data as focal point for cross-disciplinary decision making
 - Organize workforce system delivery around economic drivers
 - Flexibility in use of funding
 - Intentionally improve what we are doing with adult education
 - Replicate drop-out intervention strategies that work
 - Stop criticizing education and work with them
 - Need labor market info
 - Career Pathways
 - Career Readiness Certificate

- *What is the scope of the workforce development system? Is it a system? If so, to whom? Does this characterization matter and/or is it outdated?*
 - The perception of scope is broader than the reality of the people served
 - Market realities vs. system (existing legislation)
 - Limited by what the education system passes on
 - The actual scope of workforce system vs. desired scope of the workforce system – there is a gap

TITLE: Fallingwater: Pennsylvania Showcase, *Sandi Vito, Acting Secretary, PA Department of Labor & Industry*

The group went to Fallingwater where presentations were given on multiple Pennsylvania specific initiatives addressing industry partnerships, labor-management training initiatives and robotics and intelligent systems initiatives. The group asked the presenters questions and discussion on other state initiatives were discussed in the context of the presentations.

- Acting Secretary Vito opened the session by welcoming everyone to Pennsylvania and to the conference. She briefly went over initiatives Pennsylvania was working on and stressed the need to balance flexibility and accountability in the workforce system.
- Then Bob Garraty, Executive Director, Pennsylvania Workforce Investment Board introduced a panel of presenters who discussed various PA initiatives.

Topic: *Industry Partnerships*
Health Care Initiatives

- ***Carrie Kutney, Coordinator, Industry Consortia_South Central PA Workforce Investment Board***
 - Industry partnerships are critical to meeting the workforce needs of a region
 - In South Western Pennsylvania (SW PA)there were four targeted industry sectors identified
 - There are state dollars allocated to the industry partnerships
 - The SW PA partnership engaged the industry group to help with the nurse shortage
 - The goal of the partnership is have the sectors grow and go beyond just creating additional training
 - Members who belong to the partnership put \$32,000 on the table
 - Active sustained engagement with business was critical to success
 - As a local board it is important to realize you are not the subject matter expert, but rather the facilitator and coordinator or the experts
 - Identifying decision making roles between the board and partners is also a key to success
 - SW PA used an inclusive model – key to success
 - 5 – 6 other local WIBs in PA have implemented the same process across the state
 - It is critical to align state and local workforce strategies
 - Having both state and local funding is critical to success
- ***David Ranck, Interim Executive Director PA Center for Health Careers***

- It is critical to look at the data and understand the issues facing the state in the future
- Having experts in nursing at the table was critical for SW PA to develop the partnership and adequately meet the needs of the sector
- Originally they were going to develop a Center for Nursing (38 other states have a Center for Nursing)
- However, they decided to make a Center for Health Careers to widen the scope
- This allowed for multi-use options and helped as the industry continues to grow in the future
- The partnership developed a Nurse Residency Program to help with training and retention – more nurses are staying in their jobs for longer periods of time because they know what to expect going into the job as a result of the program
- Going forward the group is working to align the industry partnership with the center

Energy Industry Partnership

- **Jan Lauer**, Coordinator Three Rivers Clean Energy Initiative
To view the presentation, go to: [PRESENTATION 5](#)

Topic: Labor-Management Training Initiatives

- Speakers included:
 - **Stu Bass**, Director, Keystone Development Partnership, Pennsylvania AFL-CIO
 - **Jane Cuff**, Utilities Management, Duquesne Light
 - **Joe Kovacs**, Labor, IBEW Local 29
 - **Bill Amick**, Transit, Pittsburgh Port Authority
 - **Dave Gerber**, Labor, ATU Local 85
 - To view the presentation, go to: [PRESENTATION 6](#)

Topic: Robotics and Intelligent Systems

- Speakers included:
 - **Ronald Painter**, Executive Director, Three Rivers Workforce Investment Board
 - **David L. Landis** – VP for Education & Training, The Technology Collaborative, Pittsburgh, PA
 - **Robin Shoop** – Director, Carnegie Mellon Robotics Institute, National Robotics Engineering Center, Pittsburgh, PA
 - To view the presentations, go to: [PRESENTATION 7A](#) and [PRESENTATION 7B](#)

Wednesday, August 6th, 2008

TITLE: Clean Energy and Green Jobs – Doing Well by Doing Good

Company representatives from the clean energy and green jobs industry presented information on their particular business and then also explained how certain public policy initiatives drew them to the Commonwealth of Pennsylvania and helped spur growth in their industry. A representative from the State Michigan also presented on some initiatives her state was undergoing to help expand the clean energy sector.

Speaker: Michael Peck, Institutional, Labor, and Media Relations, Gamesa North America

- There are amazing opportunities for the middle of the country to take advantage of the renewable energy boom.
- There is a workforce challenge – there are lost generations who knew how to make things – and they are no longer alive and able to pass on the skills needed to help with the growing renewable energy sector.
- There are three key factors which contribute to the renewable energy boom:
 - Energy consumption
 - General climate change
 - Changes in how energy is generated and consumed
- Transmission grids on the coasts can no longer handle the needs across the country
- Community colleges are critical to the discussion – they will create the workforce to meet the growing renewable energy needs
- All manufacturing is local for renewable energy
- We need to focus on the missing generation of manufacturing workers we stopped using in past decades – how do we start integrating them into the energy demands?
- States should look at the following factors if they are trying to attract renewable energy companies:
 - Having a bipartisan state is important to renewable energy companies looking to locate in an area. Less tension between the political parties makes it easier to have legislation that supports the renewable energy sector.
 - Highlighting their workforce training opportunities to prospective companies.
 - Reach out to returning vets – many of them will be strong workers able to fill jobs in the renewable energy sector
 - Look at ways to engage organized labor in policy discussions.

Speaker: Richard Rosey, Vice President, Marketing and Sales, Solar Power Industries

- To view the presentation, go to: [PRESENTATION 8](#)

Speaker: Robert Misback, Director, Industry, Converteam

- A green job is anything that has a green impact
- Company was formed in 2005 and is a tier supplier to existing businesses in the region
- The core business is power conversion
- Main offices are in US, Europe, China and India – very global
- There are 550 employees in North America and half are in the Pittsburgh area
- They had \$2.2 B in orders in 2007 and continue to increase (see ppt)
- Next big growth opportunity for the company is renewable energy in North America – and Europe will be used as a blueprint
- They are the biggest supplier of power conversion equipment for wind turbines in the world
- 5.3 GW of wind energy installed in the U.S.
- There is a DOE target to make 20% wind energy; producing less than 1% now
- Please view [PRESENTATION 9](#)

Speaker: *Alisande Henry, Administrator, Council of Labor & Economic Growth, State of Michigan*

- There is high demand for green jobs right now
- The state and states in general are changing their work training practices. They no longer want to train in basic/general skills, but want to focus on things unique to industry and unique to companies.
- There is now more focus on long term workforce vs. short term workforce
- Michigan is building on career awareness – “making it sexy to get into the energy industry”

TITLE: State Workforce Energy Consortia: Partnerships for Securing the Future

Representatives from the State of Georgia and the State of Maryland in addition to the Director of the Center for Energy Workforce Development presented on the importance of partnerships to address the growing demand in the energy sector.

Ann Randazzo, Director, Center for Energy Workforce Development

- To view the presentation, go to: [PRESENTATION 10](#)

Debra Howell, Workforce Development Manager, Southern Company and Georgia Power

- To view the presentation, go to: [PRESENTATION 11](#)

Eric Seleznow, Executive Director, Governor’s Workforce Investment Board, state of Maryland

- To view the presentation, go to: [PRESENTATION 12](#)

Working Lunch: Business Meeting

Topics

- Developing consensus around key messaging issues – Bob Garraty will input the advice from the larger association into the messaging document.
- Discussion around the winter and summer meeting according. The group agreed on the following dates for the winter meeting with the following assumptions:
 - DATES: March 5-8th
 - ASSUMPTION: NAWB Policy Forum is March 7-10th
 - ASSUMPTION: Liaison will meet in conjunction with the Chairs on March 3-5th
- The group reaffirmed that it hold the 2009 summer meeting in Puerto Rico. Concerns were raised by some states about getting approval to travel to PR.
- The Chair and Vice Chair said they would work with NGA on ways to assist states that might not be able to make the meeting based on the location.
- The group discussed the ongoing whitepaper the association is working to develop and trying to align it with NAWB for a joint paper. Bob Leber discussed the following points:
 - There are a lot of different perspectives on workforce – making consensus building for a whitepaper difficult, but important.
 - It is imperative for the group to come up with parallel messages.

- It is important to focus on performance metrics, similar to input received from NAWB.
- States need more flexibility with their funding abilities.
- Local WIBs need to change to be relevant in the context of national legislation.

It is important to rethink the organization of the workforce system.

- With no other business to discuss, the meeting was adjourned.