



ARIZONA GOVERNANCE TRAINING

GENERAL STAKEHOLDERS' SESSION

APRIL 14, 2021

1:00 PM – 2:30 PM



WELCOME & OPENING REMARKS



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WELCOME & OPENING REMARKS



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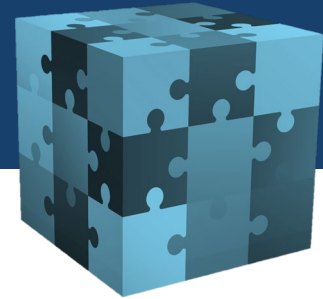
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AGENDA



1. Overview of WIOA
2. Overview of System Stakeholders: Roles & Responsibilities
3. Questions and Answers
4. Wrap-Up and Next Steps

TRAINING OBJECTIVES



- ▶ Build understanding of the key stakeholder roles in the governance of the state and local workforce system
- ▶ Engage in dialogue regarding roles and any challenges to success

ENGAGING WITH US DURING THE SESSION

- ▶ We will have dedicated time at the end of the training to answer any questions you may have.
- ▶ Please feel free to type questions in the chat at any point in the training
- ▶ All questions are good questions!



OVERVIEW OF WIOA

WORKFORCE INNOVATION & OPPORTUNITY ACT

WORKFORCE INNOVATION AND OPPORTUNITY ACT

- ▶ Signed into law with broad, bi-partisan support on July 22, 2014
- ▶ First major workforce development legislation since the Workforce Investment Act of 1998
- ▶ Outlines the vision, goals, objectives, and requirements for how the public workforce system is structured and operates



WIOA VISION

Seeks to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses.

Supports the development of strong regional economies where businesses thrive, and people want to live and work

Based on idea that public workforce system supports development of a talent pipeline

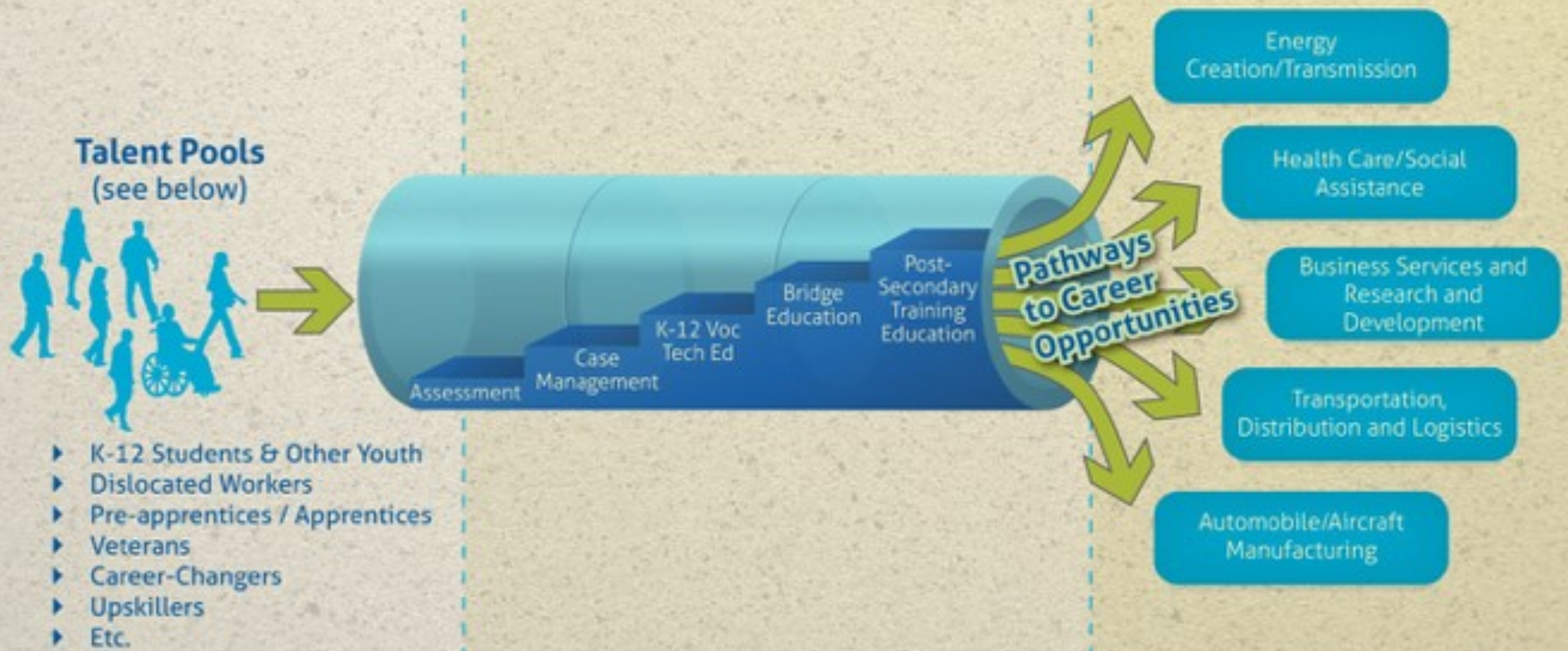
A World-Class Talent Pipeline:

The Talent Supply Chain Vision

Aggregate Supply

Integrated, Sector-Driven Career Development Solutions

Quantify Sector-Based Demand



WIOA: FIVE KEY PRINCIPLES

WIOA Operating Guidance



- ▶ Integrated Service Delivery
- ▶ Focus on Strategy
- ▶ Regional Economic Development
- ▶ High-Quality Services
- ▶ Accountability & Transparency

WIOA “HALLMARKS OF EXCELLENCE”





WIOA PRINCIPLES – POLL

Of the key principles, the one my local area excels in is...

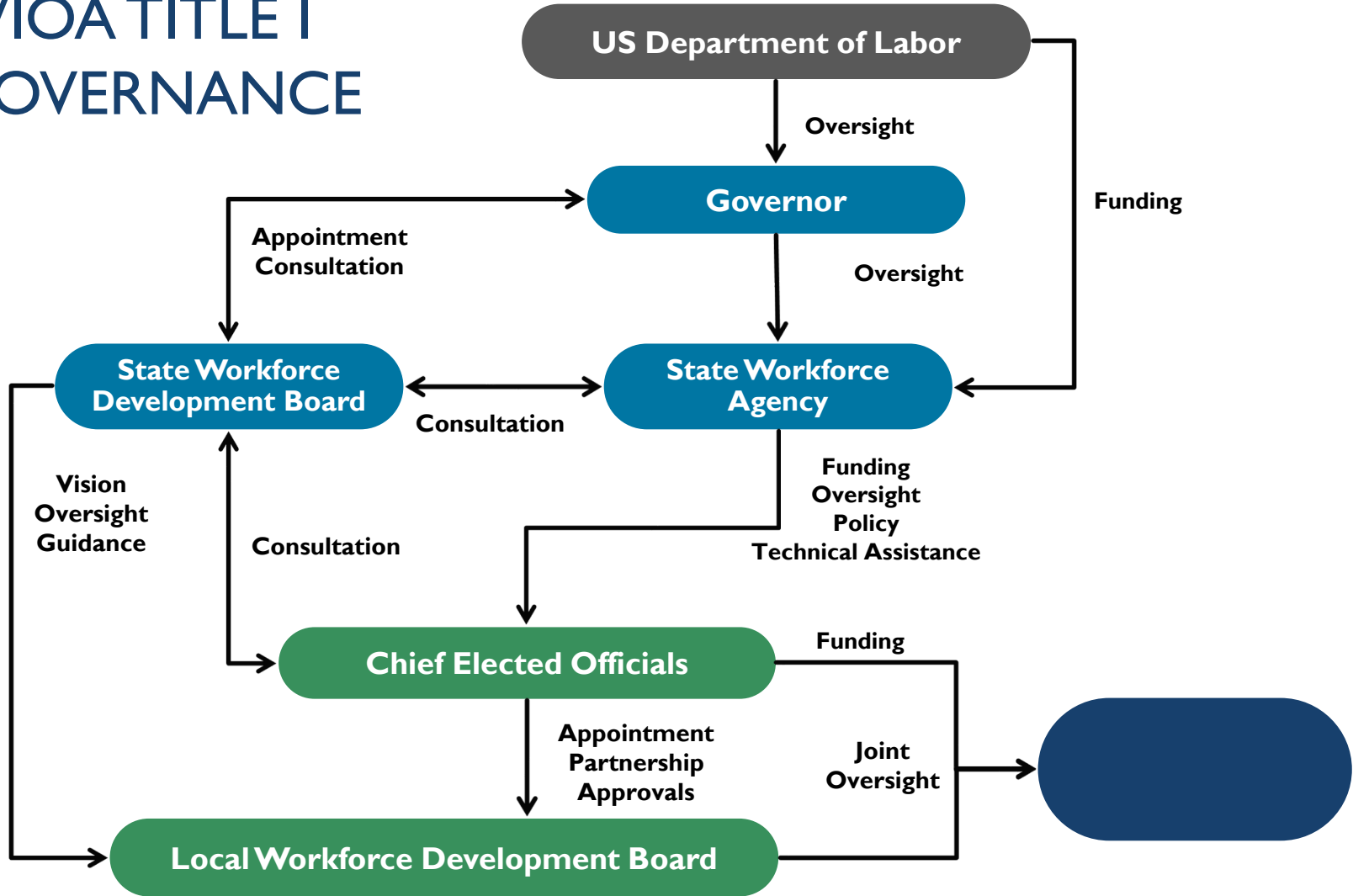
1. Integrated service delivery
2. Focused on strategy
3. Regional economic development
4. High quality services
5. Accountability and transparency



OVERVIEW OF SYSTEM STAKEHOLDERS

ROLES AND RESPONSIBILITIES

WIOA TITLE I GOVERNANCE



UNITED STATES DEPARTMENT OF LABOR EMPLOYMENT AND TRAINING ADMINISTRATION (ETA)

- ▶ Federal agency that administers the WIOA Title I program and grants funding to states
- ▶ Mission: To contribute to more efficient functioning of U.S. labor market by providing high-quality job training, employment, labor market information, and income maintenance services primarily through state and local workforce development systems
- ▶ National Office and six Regional Offices
 - Federal Project Officers work directly with states to conduct monitoring/oversight and provide technical assistance

GOVERNOR

- ▶ Official WIOA grant recipient
- ▶ Designates a State Workforce Agency to receive and administer the funding on his/her behalf
- ▶ Appoints members to the State Workforce Development Board (SWDB) following criteria outlined in the law
 - Workforce Arizona Council

WORKFORCE ARIZONA COUNCIL

Appointed by the Governor to oversee implementation and continuous improvement of the state workforce system.



Purpose is to convene state, regional and local partners to:

Enhance the capacity of the system

Align and improve program outcomes

Promote economic growth

Engage businesses and other stakeholders

Support achievement of the state's vision and goals

OFFICE OF ECONOMIC OPPORTUNITY

- ▶ Provide staff support to the Workforce Arizona Council
- ▶ Provides labor market information for the workforce system

STATE WORKFORCE AGENCY

- ▶ Arizona Department of Economic Security (DES) is the state workforce agency
- ▶ DES:
 - Grants local WIOA funding to Chief Elected Officials (or the fiscal agents they designate to receive it on their behalf)
 - Provides subject matter expertise to the SWDB (along with other key state partner agencies)
 - Develops policy and guidance for the local system
 - Monitors implementation of the WIOA program for compliance and effectiveness
 - Provides technical assistance and training to support effective implementation

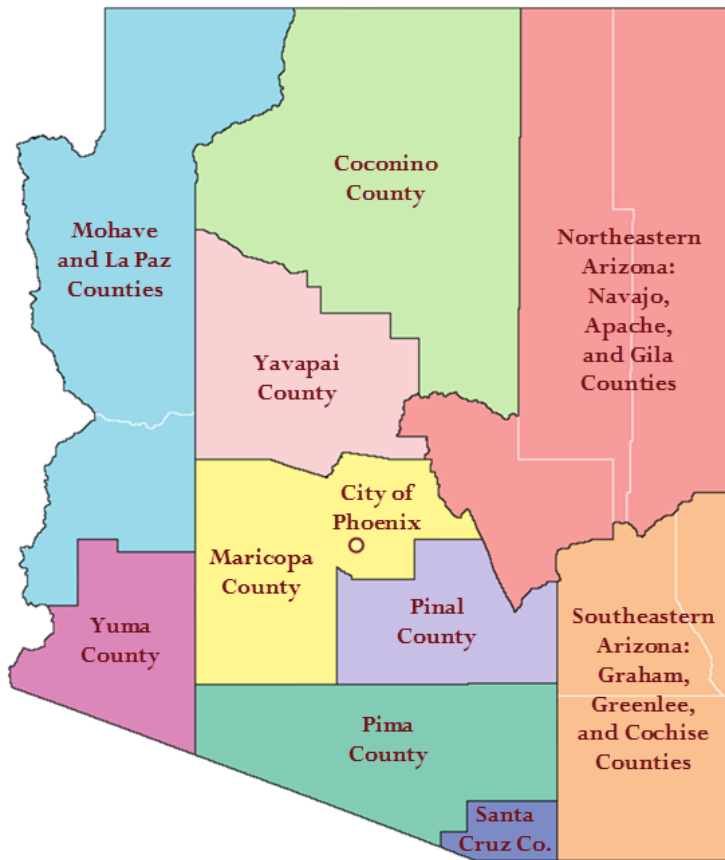
CHIEF ELECTED OFFICIALS

- ▶ CEO is chief elected official of a unit of general local government
- ▶ Significant responsibility and opportunity to shape the local system and use it as a tool to drive community prosperity
 - Can create a nimble and responsive talent pipeline development system
- ▶ Workforce Arizona Council
 - State Policy #1- WIOA Local Governance

LOCAL WORKFORCE DEVELOPMENT AREA (LWDA)

- ▶ Local workforce areas and regions are designated by the Governor after taking into consideration:
 - Local labor markets
 - Regional economic developer areas
 - Area's resources and capacity
- ▶ LWDB publishes a local WIOA Plan outlining vision, goals, strategies and investments for the area.
- ▶ Regional planning is conducted by CEOs and LWDBs in a designated region to identify and coordinate service strategies across the regional economy.

ARIZONA LOCAL WORKFORCE DEVELOPMENT AREAS



LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB)



- ▶ Appointed by Chief Elected Official
- ▶ Serve as the strategic leader and convener of workforce development system stakeholders in the local area
- ▶ Majority of members are business reps
 - Board Chair must represent business
- ▶ Partners with employers and the workforce system to develop local WIOA plan, policies and investments that drive the vision for economic prosperity.
- ▶ Workforce Arizona Council
 - State Policy #1 - WIOA Local Governance

AMERICAN JOB CENTERS (AJCs)

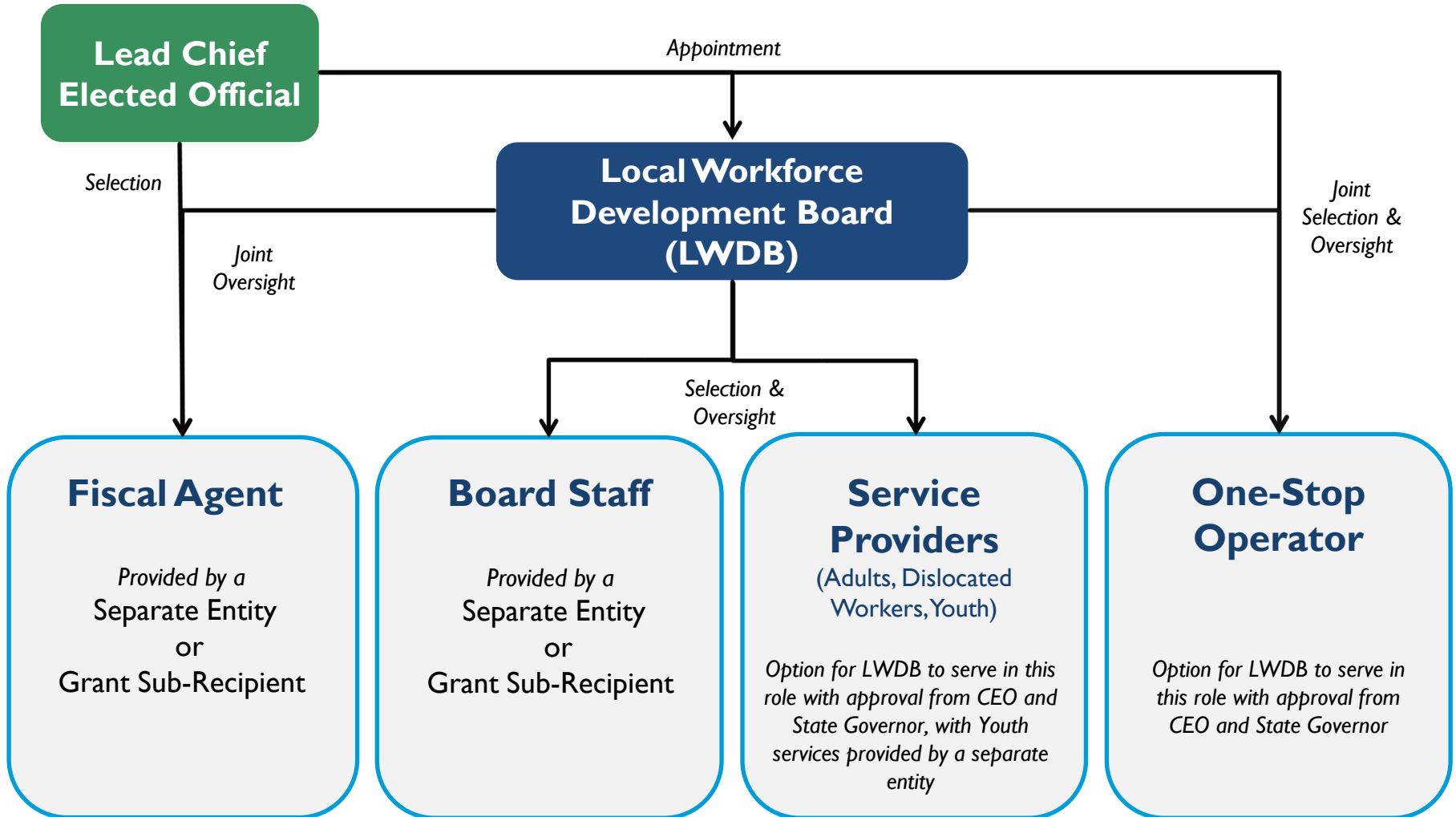
- ▶ Physical centers where job seeker and business customers access employment and training services
 - ARIZONA@WORK
 - Formerly referred to as “one-stop” centers
- ▶ Designed to provide a full range of assistance under one roof (and virtually)
 - Job seeking customers
 - Business customers
 - Staff may travel to meet at place of businesses but job fairs, applicant screening, sector meetings may also happen at AJCs
- ▶ A key place that the CEO/LWDB vision is operationalized



LOCAL LEVEL GOVERNANCE

A CLOSER LOOK

LOCAL WORKFORCE SYSTEM OVERSIGHT OPTIONS





KEY CEO RESPONSIBILITIES



Select a Lead Chief Elected Official



Determine how to share financial liability



Designate a Fiscal Agent



Appoint Local Workforce Development Board Members



Review and Approve for Key WIOA provisions

KEY LWDB RESPONSIBILITIES



Develop a budget for WIOA funds



Select providers of workforce services



Convene partners to develop MOU, IFA, and Local Plan



Design the local workforce system



Certify one stop centers

CEO MAY DESIGNATE GRANT SUB RECIPIENT OR FISCAL AGENT

Lead CEO *may* designate a grant sub-recipient/ fiscal agent:

- ▶ By designating, the Lead CEO agrees the entity has reliable internal controls and ability to perform role.
- ▶ The Lead CEO ensures the designated entity has clearly defined roles and responsibilities.
- ▶ The designated grant sub-recipient/ fiscal agent disburses funds at direction of LWDB.
- ▶ Designation of a fiscal agent/ sub-recipient does not relieve the chief elected officials of liability for the misuse of grant funds.
- ▶ Should an entity not be designated, the Lead CEO's unit of government shall fulfill the role

ROLE OF THE FISCAL AGENT

In general, the fiscal agent is responsible for the following functions:

- ▶ Receive funds
- ▶ Ensure sustained fiscal integrity and accountability for expenditures in accordance with OMB, WIOA, regulations, and state policies
- ▶ Respond to audit findings
- ▶ Maintain proper accounting records and adequate documentation
- ▶ Prepare financial reports
- ▶ Provide technical assistance to sub-recipients regarding fiscal issues

LWDB STAFF

- ▶ The board sets the vision, determines priorities, and creates action plans for workforce staff to implement.
 - LWDB Staff operationalize the vision through partnerships, strategies, and programs.
 - They serve as “project managers” for executing on the board’s vision and priorities and report back to the board on progress.
- ▶ Staff must be led by the LWDB. The LWDB should not be led by the staff.

SERVICE PROVIDERS

Deliver front-line services to customers, typically through American Job Centers

Engaged through a contract with the administrative entity to provide services such as:

- Case management
- Assessment
- Job search assistance
- Training referrals

Like the OSO, play a role in implementing the vision, goals and strategy laid out by the LWDB in the local WIOA plan

ONE-STOP OPERATOR (OSO)



Organization (or consortium) procured to coordinate service delivery of partners and service providers



May provide some services or be the primary provider of services



Prohibited from performing certain functions



Does not have a role in developing local plan, but **does** have a role in operationalizing the vision, policy and strategies defined by the LWDB

CEO & LWDB SHARED RESPONSIBILITIES

- ▶ Local Plan Development
- ▶ Conduct oversight of the local system
 - Set policy
 - Fiscal oversight
- ▶ Performance negotiations
- ▶ Regional planning, if applicable

FIREWALLS

Four roles designated or selected at the local level:



Any organization selected or appointed to perform more than one role must develop a written agreement with the Lead CEO and LWDB which outlines how the organization will demonstrate internal controls and prevent conflict of interest.

WHAT QUESTIONS DO YOU HAVE?





WRAP-UP & NEXT STEPS

EVALUATION

▶ Please take a minute and give us feedback on the session today (link is also in the chat):

- https://www.surveymonkey.com/r/AZ_Governance_Apr_14_2021

UPCOMING TRAINING SESSIONS

- ▶ Requirements and Strategies for MOU/ IFA Development
 - April 21, 1:00 pm MST
- ▶ Conflict of Interest, Firewalls, and Compliant One Stop Operator Procurement
 - April 28, 1:00 MST



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THANK YOU!



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Maher & Maher is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.