



Reinventing the Workforce System Summary of Recommendations	
Administrative Efficiencies/Cost Savings	Decrease costs, eliminate silos, and improve coordination of services by eliminating individual programs and funding streams; recognizing that WIA, Wagner Peyser, Trade Adjustment Assistance training, Veterans Employment and Training, and Unemployment Insurance provide similar business services and job seeker functions, provide a consolidated grant to states with funds formula allocated to local areas and administered through local Workforce Investment Boards (WIBs); provide states the flexibility to additionally include local administration of the following under auspices of WIBs: Adult Education, Vocational Rehabilitation, Food Stamp Employment and Training, Temporary Assistance for Needy Families (employment/training).
	Eliminate funding of discretionary grants and demonstration programs as currently authorized by Congress and/or overseen by the U.S. Department of Labor (USDOL); these types of programs are usually duplicative, not sustainable, and require additional administrative support; instead, provide local system the flexibility to utilize program funding to implement and sustain innovative program strategies.
	Provide the majority of funds currently retained by USDOL for National Emergency Grants to the local delivery system for the provision of retraining and services to dislocated workers (formula allocated); reserve a limited amount of funds at the federal level for disaster NEGs awarded to states.
	Reduce duplicative State and USDOL oversight and technical assistance functions; eliminate duplicity in terms of roles and functions at federal, regional, and state levels and clearly define (e.g., fiscal oversight, program reporting, and compliance monitoring); assess each level's "value add" to customer and determine appropriate functions accordingly.
	Eliminate complex administrative and reporting requirements that divert resources to program administration and away for direct services to job seeker and business customers.
State Workforce Investment Board	The State Workforce Investment Board's primary function should be the coordination of state resources and programs that contribute to the development of a skilled workforce.
	The majority of Board members should be business representatives, some from local WIB's; the Board should be chaired by a business representative.

Local Workforce Investment Boards (LWIBs) and Chief Elected Officials (CEOs)	Provide LWIBs in partnership with the CEOs with the authority to oversee use of funds and alignment of consolidated programs; provide flexibility to LWIBs in determining how available funds will be distributed in serving targeted population groups and addressing labor market needs.
	Provide LWIBs in partnership with CEOs with authority to be innovative in addressing local workforce needs, improving service delivery, and engaging employers in workforce preparation
	Incentivize LWIBs to collaborate with partners and neighboring Boards to undertake initiatives that address/benefit the regional economy.
	In cooperation with post-secondary education and employers, charge LWIBs with facilitating the expansion of program offerings that prepare job seeker/worker customers for employment in currently available high demand jobs and development of strategies to address long term occupational skill shortages in targeted local industries.
	Provide states with responsibility for maintaining statewide inventory of training providers; provide LWIBs flexibility in determining which training providers will be available for occupational training in local area based on completer cost, trainee employment outcomes, and local labor market data.
	Maintain majority representation of business on the LWIB; encourage increased representation of economic development entities.
	Maintain Youth Council as a separate committee of the WIB to oversee funds available for youth programs and services.
	Maintain separation of Board oversight and delivery of services.
Program Design and Delivery	Specify all administrative and program requirements in the Act so as to limit USDOL and state issued regulations, policies, and procedural directives.
	Maintain one-stop center delivery system that provides multiple points of access for business and job seeker customers within local areas; establish separate infrastructure funding stream that provides adequate support to maintain quality centers that offer current technology and expanded service options and resources.
	Expand mandatory one-stop system partners to include Temporary Assistance to Needy Families and Community Colleges; recognize that physical co-location of partners is not necessary but instead require presence through electronic connectivity.
	Rather than a compliance document, local plans should be a strategic plan that focus on processes related to providing services to employers and job seekers, connecting with economic development, working regionally to more efficiently utilizes and leverage funds, and implementing continuous improvement strategies; metrics included in plan should reflect how funds will be used to serve customers, (e.g., numbers of job seekers and businesses to be served, types of training and services to be provided, etc.), outcomes to be achieved, and return on investment benchmarks; local plans should be developed, approved by and submitted in partnership with CEOs.
	Allocate funds for adults and youth; provide some local flexibility in determining how adult funds are “split” to address needs of economically disadvantaged versus dislocated worker customers; require data based justification as part of local plan to support allocation of resources.

	<p>Increase emphasis on post-secondary education that results in the attainment of industry recognized certificates, associate's degrees and bachelor degrees.</p>
	<p>Provide local access to national and state databases that support the identification of job seeker/workers in need of services; for example, as an increased number of veterans leave active duty and return to the civilian workforce, VA data would support aggressive outreach to veterans.</p>
	<p>Maintain continuum of services available to economically disadvantaged adults and dislocated workers (core, intensive, training) but not sequential, tiered delivery structure; provide local systems flexibility in assessing customer need and developing service plan; provide flexibility in use of funds for paid internships, on-the-job training and work experience to increase likelihood of customer's employment in chosen/demand sector.</p>
	<p>Maintain current services available to out-of-school and in-school youth; include emphasis on use of funds for provision of occupational skills and credentials, workforce readiness National Career Readiness Credential Plus, and work experience including a stand-alone summer program; expand in-school youth eligibility criteria to include receipt of free or reduced lunches.</p>
	<p>Recognizing the importance of addressing the needs of business customers, establish business services as a separate category of services; services should minimally include: identifying and disseminating information related to workforce, economic and community development needs, opportunities of the local economy; development and delivery of innovative workforce investment services and strategies (e.g., sectoral approaches, industry cluster analysis and initiatives, regional skills alliances, career ladder advancement, skills upgrading, skill standard development and certification, and apprenticeships); training, consulting and needs analysis, and brokering of services for area businesses; assistance in the aversion of layoffs and in managing workforce reductions; marketing of WIA business services, and other business services and strategies to better engage employers in workforce development activities.</p>
	<p>Include incumbent worker training to improve the competitiveness of business and workers and expand range of services to businesses.</p>
Accountability and Transparency	<p>Establish reporting requirements that address true effectiveness of programs and quantify the return on investment of public resources; eliminate current reporting requirements that gather information unrelated to program performance or fiscal accountability.</p>
	<p>Identify program performance indicators that can be easily understood and universally applied to all employment and job training related programs (WIA, TANF, Carl Perkins, discretionary grant programs, etc.); consider that performance indicators should encourage serving hard-to-serve individuals and recognize challenges in doing so; establish performance indicator for business services.</p>
	<p>Establish common definitions for all employment, education and job training programs (e.g., entered employment, job retention) thereby allowing consistent comparison and evaluation of performance across programs and cross matching of data.</p>