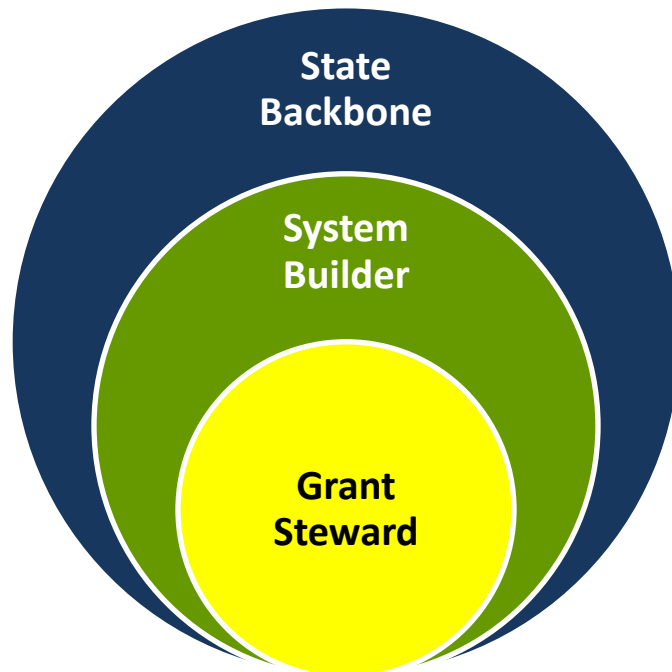


# Alaska Workforce Investment Board

## Strategic Roles

### *Key Elements and Task Examples*

By statute, the Alaska Workforce Investment Board is a steward of public monies. Most workforce investment boards do more by reaching out to partners to leverage resources and programs. As a single board state, Alaska is among a handful of states that serve as both the local and statewide boards. Montana, Idaho, Wyoming, and <state> are the four other states with single boards. Single board states play a dual role, serving as both the statewide and the local boards.



**Grant Steward:**

Board focuses on effective structure, grant management, and outcomes

**System Builder:**

Board focuses on strategic partnerships, collaborative funding/design, and greater systems approach.

**State Backbone:**

Board focuses on positioned work that leverages the system toward solutions and advancement.

## Grant Steward:

*Board focuses on effective structure, grant management, and outcomes.*

- Assess effectiveness of the WIB’s programs, governance, management, and contracts.
- Ensure compliance with relevant federal, state, and local statutes, policies, and regulations.
- Advance the public interest (these are tax dollars, not private donor dollars).
- Maintain open processes (policymaking, contracting) and seek feedback in an effort to learn and improve them.
- Establish and maintain charter or similar founding document that outlines basic operational and governance procedures.
- Maintain standards of ethical conduct and procedures for addressing potential conflicts of interests or similar challenges.
- Ensure appropriate onboarding, training, and development opportunities for Board members.

Task Examples	State	Local	Required by Law
1. Develop appropriate plans	X	X	X
2. Provide oversight	X	X	X
3. Negotiate performance measures	X	X	X
4. Assist the Governor to develop employment statistics system	X	X	X
5. Determine an effective manner to staff the board		X	X
6. Promote continuous improvement	X	X	
7. Ensure there are no conflicts of interest	X	X	
8. Maintain/improve open processes		X	X
9. Maintain/improve founding documents		X	X
10. Maintain/improve operational procedures and policies	X	X	X
11. Maintain/improve MOUs with partners		X	X
12. Prepare/share annual reports	X	X	X
13. Develop and approve WIA/WIB budgets		X	X
14. Designate local areas	X		X
15. Develop allocation formula	X		X
16. Develop state performance measures	X		X
17. Develop statewide employment statistics system	X		X
18. Develop incentive policy	X		X
19. Build capacity and provide technical assistance	X		X
20. Conduct research/demonstration programs	X		X
21. Select American Job Center (One Stop) Operator(s)		X	X
22. Select service providers		X	X
23. Charter/evaluate One Stop centers		X	X
24. Obtain diversified funding		X	
25. Promote private sector involvement		X	X
26. Ensure the appropriate agreements are signed, implemented, and followed		X	
27. Approve transfer of funds between Adult and Dislocated Worker funding streams		X	X

*Modified from Strategic Workforce Board Roles, developed by Social Policy Research Associates and AHA Consulting on behalf of the U.S. Department of Labor, Employment and Training Administration.*

## System Builder Role:

*Board focuses on strategic partnerships, collaborative funding/design, and greater systems approach.*

- Advance a common vision and goals for workforce programs in the state.
- Connect and align state policies, goals, and strategies.
- Leverage program resources and services.
- Align workforce development, economic development, and educational improvement efforts.
- Ensure customer focus in programs and services.
- Develop industry/sector strategies and partnerships to advance them.
- Establish performance targets that complement or align and promote accountability.
- Build capacity to reach out to new partners outside of workforce development, such as economic development, education, etc.
- Key cross-agency partners at the local and state levels are engaged, agree to a shared vision, and gain support from political leaders.
- Convene stakeholders for the purposes of building a connected, comprehensive system.

Task Examples	State	Local	Required by Law
1. Convene stakeholders	X	X	
2. Advance a common system vision	X	X	
3. Advance common system goals	X	X	
4. Connect/align performance measures	X	X	
5. Connect/align education, workforce, and economic development	X	X	X
6. Ensure system integration	X	X	
7. Leverage program resources/services	X	X	
8. Build system integrity	X	X	
9. Develop industry/sector strategies	X	X	
10. Develop industry partnerships	X	X	
11. Treat economic development as a primary customer	X	X	
12. Establish and Economic Development committee	X	X	
13. Broker (not run or manage) services	X	X	
14. Facilitate other groups	X	X	
15. Publicize goals/outcomes	X	X	
16. Provide "value-added" WIB products	X	X	
17. Market WIB role	X	X	X
18. Identify/invite the "movers and shakers"	X	X	

*Modified from Strategic Workforce Board Roles, developed by Social Policy Research Associates and AHA Consulting on behalf of the U.S. Department of Labor, Employment and Training Administration.*

## State Backbone Role:

*Board focuses on positioned work that leverages the systems towards solutions and advancement.*

- Guide vision and strategy for large scale, multi-partner efforts to solve workforce-related problems.
- Support aligned activities through available means – programs, resources, sponsorship, public outreach, etc.
- Establish shared measurement practices across programs, agencies, organizations, civic groups, schools, and all relevant stakeholders willing to participate in the effort.
- Build public will to champion positive change.
- Advance formal and informal policies that show promise for making a positive impact on key issues.
- Mobilize funding to champion, model, and advance positive change.

Task Examples	State	Local	Required by Law
1. Help identify key workforce issues	X	X	
2. Ensure the use of workforce intelligence	X	X	
3. Help identify and support key industries/clusters/ecosystems	X	X	
4. Help identify and support demand side requirements	X	X	
5. Help identify and support supply side skill levels	X	X	
6. Help identify and support business HR needs	X	X	
7. Help identify and support service assets	X	X	
8. Help identify and support resources assets	X	X	
9. Help create a plan to address key workforce issues	X	X	
10. Help manage the plan	X	X	
11. Publish the plan to address key workforce issues	X	X	
12. Establish/use shared measurement practices	X	X	
13. Evaluate progress on addressing key workforce issues	X	X	
14. Publicize progress results	X	X	

## Moving Your Board to the Next Role: Managing Board Infrastructure

*Board focuses on building its capacity to move from Grant Stewardship through System Builder to State Backbone roles. The following steps will help your workforce board encompass greater strategic positioning and more expansive roles and leadership within your state.*

- Have the right membership (representatives of key industries, connectors across disciplines)
- Develop the membership
  - Provide an initial orientation
  - Give each member a job description that outlines the responsibilities of all members
  - Tell each member specifically what the board wants from them
  - Ask each member their expectations of serving on the board
  - Require each member to serve on at least one committee
- Find various methods to thank the members for their efforts and hard work
- Look at what needs to get done and find funds to do what is needed versus determining what to do based upon existing funds
- Make and carry out decisions quickly
- Be innovative
- Engage others in key decisions
- Approach work using continuous improvement
- Develop a board strategic plan
- Organize work around strategic plans
- Form state issues committee
- Involve other key state players
- Change the meeting process to a consent agenda and guest speakers
- Spend a minimum of 80 percent of board meeting time on state issues management
- Change the meeting agenda items from a program focus to a workforce improvement focus
- Create effective and motivating meeting agendas based on the board's goals