

Purpose

A meeting was held of the Steering Committee of the WIB III at Bernard's Landing on Friday, April 22, 2005. The purpose of the meeting was to have a productive discussion about the obstacles that are getting in the way of delivering on the mission and vision of the organization, as well as to develop a viable action going forward.

In attendance were:

- ◆ Linda Matthews, Goodwill
- ◆ John Baker, Roanoke Redevelopment & Housing Authority
- ◆ Jane Conlin, City of Roanoke
- ◆ Carroll Gentry, Virginia Western Community College
- ◆ Marion Vaughn-Howard, Dept of Park & Recreation, Youth Services Division
- ◆ Annette Lewis, TAP
- ◆ Paul Paradzinski, U.S. Forestry Service, retired
- ◆ Bruce Johannessen, VEC
- ◆ Wayne Flippen, John C. Nordt
- ◆ Rob Glenn, Issues Management Group
- ◆ Bill Jones, BB&T
- ◆ Kathy Hodges, Franklin County Workforce Development Consortium
- ◆ Christine Visscher, Dabney Lancaster Community College
- ◆ Debbie Hensley, VEC-WIA Consultant
- ◆ Doloris Vest, WIB Coordinator
- ◆ Anne Cooney, Assistant

Overview of Meeting

Participants were asked to respond to a survey that was distributed several weeks prior to the offsite. Themes developed from those responses formed the agenda for the meeting. Areas identified for focus and discussion were:

1. Clarity around the constituencies we serve and what needs to be added, changed or improved about the way we currently serve them;
2. Better understanding of the role of the CLEO and their involvement;
3. Ways to ensure maximum effectiveness and efficiency of services and training;
4. Recommendations for a more effective board/committee structure

Several of these points were collapsed into broader topics, so discussions for the day were focused on points 1 and 4, and the result of those conversations are captured on the following pages.

Clarification of Mission/Vision of Organization

The participants spent some time getting clear about the desired outcome for each of the constituencies served.

For workers and future workers...

- ◆ To coordinate and facilitate resources in order to remove barriers and to provide information to those looking for employment; those preparing to enter the workforce; and incumbent workers looking to upgrade their skills.
- ◆ To accomplish that, we must create broad awareness of our services through effective marketing.

For employers...

- ◆ Ensure that employers know what we can do for them:
 - Database of available workers
 - Available training for current employees to upgrade their skills
 - Resource for displaced workers
 - Access to resources that will customize training to suit their needs
 - Recruitment, training and screening facilities

For Economic Development...

- ◆ A seamless partnership, formalized and coordinated with economic development organizations
- ◆ Information source on local workforce resources
- ◆ Have and maintain appealing and attractive physical sites for "show and tell" to prospective businesses

Next Steps

The participants then worked in three smaller groups to determine what we need to do, stop doing, change and/or improve in order to overcome obstacles to achieving these goals. That work is shown on the following pages. This is not meant to be a substitute for the strategic plan; but rather a supplement in recognition of some of the issues that need to be addressed.

In addition to determining what needs to be done, there is also a recommendation as to what committee would be most appropriate to carry out the suggested action.

Please note: later in this document is a recommendation as to new committee structures that would be better targeted to achieve the goals of the organization based on the discussions at this meeting

For Workers and Future Workers...

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- ◆ To accomplish that, we must create broad awareness of our services through effective marketing.

Recommended Action	Committee Responsible	By When
One-Stop -Accessible by bus; no parking costs -Customer-friendly and welcoming -Positive perception as an employment resource -Free-standing? -Someone in charge with overall accountability for the customer experience -Customer service person at door (coach approach) -Enhance the physical environment to make it more attractive -Rename it? (The Job Store, One-Stop Job Stop) -Partners are cross-trained; act as part of a team; have understanding of all services offered at One-Stop -Checklist on what to do – how to best assess needs; where to refer person (case management approach) -Better measurement of customer experience and success of effort -All-inclusive marketing effort	One-Stop	
Better monitoring of how contracts are implemented (measurement/proof). Make sure the “spirit” of the contract is honored. Develop and use system to monitor quality and output.	Finance	
Marketing plan for the One-Stops: -Out of work -Upgrade your skills -Resources -On-the-Job training	One-Stop	
Update and expand Training Provider List and communicate location of the list on our website	Staff	
Re-assess cost per participant	Finance	
Actively pursue grant writing resources	Finance	

For Employers...

- ◆ Ensure that employers know what we can do for them:
 - Database of available workers
 - Available training for current employees to upgrade their skills

- Resource for displaced workers
- Access to resources that will customize training to suit their needs
- Recruitment, training and screening facilities

Recommended Actions	Committee Responsible	By When
Add direct linkage with Roanoke Regional Chamber (1400 members) and others (i.e. other chambers, SHRM)	Employer	
Fix private sector turnover on WDB	Executive	
Have an employer-focused person (Business Services person) at the One-Stop	One-Stop	
Stop bickering over WIA \$\$\$	Executive	
Increase marketing efforts (describe and market employer-related resources and benefits). Define message and get it out. Have an employer sales pitch on One-Stop offerings that can be delivered in person.	Employer	
Employer Satisfaction Survey	Employer	
Customize pre-employment screening needs	Employer	
Have an easily attainable and meaningful worker database (LMI).	Staff with One-Stop	
One-Stop must become more <u>employer</u> friendly. Fix credibility of One-Stop and tie-in to workforce development	One-Stop	
CRC <u>must</u> be aligned to WDB database for employers (CRC=VEC, CC and WDB)	Employer	
Demonstration of knowledge of what employers need	Employer	
Tie in employers' needs to One-Stop	One-Stop	
Facilitate interaction between employers and resources (various locations)	Employer	

For Economic Development...

- ◆ A seamless partnership, formalized and coordinated with economic development organizations
- ◆ Information source on local workforce resources
- ◆ Have and upkeep of appealing and attractive physical sites for “show and tell” to prospective businesses

Recommended Actions	Committee Responsible	By When
Restructure the CLEO to align with ED Partnership Board	Executive	
WIB should brief the CLEO/ED Partnership on a regular basis	Executive	
Regular and formalized information flow from CLEO/EDP to WIB	Executive	
Develop an annual event that brings together WIB, ED, businesses, etc.	Executive	
Develop an annual report on DVD or CD Rom that describes resources and the WIB as the place for information for job seekers and for companies considering locating here.	Staff	
Link our website to VEC/LMI data. Include information about how to use that data.	Staff	
Create list-serve to distribute good news and information	Staff	
Create one big, beautiful workforce center that eliminates duplication and maximizes collaboration and is efficient and effective.	Executive	

Recommendation on Improvements to the Current Board and Committee Structure

The Board

Purpose: To set strategic direction and monitor implementation of the plan and compliance

Qualities of Effective Board members:

- ◆ Passion for the mission of the organization
- ◆ Able and willing to make the time and energy commitment necessary
- ◆ Attend monthly meetings (recommendation to increase frequency of meetings)
- ◆ Willing to serve on committees and be a committee chair
- ◆ Stays informed by reading material relevant to the mission and operation of the organization prior to board meetings

Suggestions on how to improve the board experience:

- ◆ Tighten the “designee” option
- ◆ Enforce the by-laws (including those dealing with attendance)
- ◆ Have a board member orientation for new board members
- ◆ Get a profile from prospective board members that includes a list of other affiliations to avoid an imbalance of “other interests” on the board
- ◆ Make the board a more manageable size
- ◆ Focus the meetings on strategy discussion and issues instead of on tactical issues.

Committees

Purpose: To implement their part of the strategic plan

Who:

- ◆ Committee chair must be a Board Member
- ◆ Committee members must have a passion for the goals of the committee
- ◆ Committee members should have expertise to contribute to the goals of the committee

Current Committees:

Strategic, Marketing, Finance, RFP, Executive
One-Stop Consortium
Youth Council

Recommended Committees going forward:

Executive, Finance (will handle RFPs), Employer, One-Stop Committee
Youth Council
One-Stop Consortium
Ad Hoc Committees as necessary (i.e. Strategic Planning)

Pre-Mortem

Unlike a post-mortem, a pre-mortem is designed to evaluate the success of a course of action by imagining how it might ultimately unfold and play out *before* it is enacted. It is used to discover a new project or strategy’s hidden flaws. Because nothing has yet gone wrong, the group is able to verbalize their concerns, and by identifying possible pitfalls in advance, they can come up with strategies to avert them.

At the end of the day, the group did a pre-mortem on what could get in the way of what they said they wanted to accomplish at this meeting. What follows are the possible pitfalls, and how they can be avoided or dealt with. It would be useful to keep this document handy for those times when it feels like the wheels are starting to come off!

Getting sidetracked with other “stuff”

- ◆ Remember there is a competent staff to deal with the “stuff”
- ◆ Use board meetings to stay on task and minimize “stuff” brought into those meetings
- ◆ Attitude adjustment

Fail to get buy-in and maintain relationships with private sector

- ◆ Personally talk with targeted businesses based on job demand
- ◆ Use part of VWCC’s space in Chamber Connection newsletter monthly to promote the offerings of the WIB to employers

Lack of trust among Board Members

- ◆ Be upfront with your interests but don’t let it get in the way of the group’s mission

No buy-in from Committees on the action plan

- ◆ Clearly communicate how plan was created and why
- ◆ Replace committee members

Overlooked potential hurdles

- ◆ Revise plan as necessary

Board not representative

- ◆ Get the word out publicly to attract members

- ◆ Communicate needs to the CLAOs
- ◆ Provide board training
- ◆ Nominate wisely

Committees do not have authority

- ◆ Be sure mission is clearly stated and there are job descriptions
- ◆ Committees to communicate clearly and regularly with the Board

Not customer-service oriented

- ◆ Must be supported by all partners
- ◆ Reception at One-Stop
- ◆ Red carpet treatment

Committees didn't meet

- ◆ Upfront scheduled meetings
- ◆ Get right Chairperson who wants to do the job
- ◆ Committed members
- ◆ Prompt action by Board/Executive Committee if they don't meet

No clear plan of action

- ◆ Present today's work to full Board
- ◆ Integrate with strategic plan
- ◆ Assign committee chairs

No implementation

- ◆ Executive Committee oversight

No accountability

- ◆ Executive Committee oversight

Next Steps

The next step is to present the information in this document to the entire board for discussion and approval.

Items in the strategic plan will need to be re-aligned if necessary to fit the new committee structure.

Committees will need to assign "due dates" for the completion of items recommended in both this document and the strategic plan.

There is a small window of opportunity for additional funding from the State, so it is important that the above be done as quickly as possible to identify funding needs and take advantage of this opportunity.