
Northern Tier WIB

Orientation Manual
for WIB Members

The Development of Workforce Investment Boards

Since the 1930s there have been very specific federally-funded employment-related programs and services available to unemployed individuals. The Manpower Development and Training Act of 1962 retrained workers; name and nuance changes enacted the Comprehensive Employment and Training Act (CETA) in 1973 and the Job Training Partnership Act (JTPA) in 1982. The focus throughout the legislative changes continued to be on training unemployed individuals with public dollars.

In August 1998 the first major overhaul in more than 15 years of the nation's workforce development system occurred with the inception and institution of the Workforce Investment Act (WIA).

The Workforce Investment Act established a workforce investment system designed to be collaboration among community agencies and private sector enterprises and created local "***workforce investment boards***" to oversee the system.

The WIA legislation charges workforce investment boards with the policy making and governance of workforce investment and development activities in defined areas to ensure that public investments are *locally* driven.

Workforce investment boards are expected to provide a broad community perspective but to concentrate its focus within the context of the workforce. To that end, the legislation requires workforce investment boards to be comprised of a minimum of 51% private sector members.

In the Commonwealth of Pennsylvania, there are 67 counties and 22 workforce investment boards.

The Northern Tier Workforce Investment Board is responsible for the workforce development activities in the Northern Tier Region of Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties.

Mission:

The mission of Northern Tier Workforce Investment Board is to lead an effective and responsive workforce development system that meets the needs of both the citizens and employers of the region.

The WIB is to make the workforce development system of the Northern Tier world class, responsive and community driven. This is a system that...

- Enhances the competitive advantage of key industries in the region in cooperation with its economic development, education, and business partners;
 - Helps create and maintain a workforce that is adequate in numbers and equipped with a work ethic, foundational academic skills, and specific occupational skills that fit the needs of local employers;
 - Creates an environment where individuals find success and satisfaction in their careers and in the financial rewards that follow;
 - Is responsive to workforce needs as they emerge with the power and influence to make change happen.
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Workforce Development: It's Bigger Than You Think

Workforce development includes public and private investments, activities, and services in the Northern Tier Region that are designed to:

- Ensure that our residents are employable and have job opportunities.
- Ensure that our businesses and industries have a skilled workforce.

Workforce development of individuals is comprehensive and inclusive.

- Ensuring that our residents are employable encompasses educational activities commencing in the primary grades through higher education and trade trainings.
- Workforce development includes ensuring that job seekers find jobs and that incumbent workers keep their jobs.
- It's not about serving one targeted population with federal training dollars; workforce development includes the full range of the region's citizenry and their needs.

Workforce development of businesses and industries is comprehensive and inclusive.

- From creating the necessary pipeline of new and trained employees to maintaining and retaining a highly skilled incumbent workforce, workforce development enables regional businesses and industries to survive and thrive.

The PA Association of Workforce Investment Boards considers workforce development to include issues directly and indirectly related to the status of our local workforce.

To satisfy these diverse and expansive needs, the WIB positions itself as the intermediary for creating collaborations to analyze and enable results relevant to the issues of:

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|--|---------------------------------|
| ▪ Business retention | ▪ Labor force supply and demand |
| ▪ Economic development | ▪ Lifelong learning |
| ▪ Educational systems | ▪ Literacy |
| ▪ Employment and training | ▪ Sustainable wages |
| ▪ Housing | ▪ Transportation |
| ▪ Incumbent, underemployed, and unemployed workers | ▪ Childcare |
| | ▪ Youth |

WIB 101: Two Theories of Workforce Development

There are two theories or models relevant to workforce development:

- Labor Force Attachment (LFA)
- Human Capital Development (HCD)

In response to economic changes and the need for comprehensive local workforce development services, workforce investment boards incorporate both the LFA and HCD models.

The *Labor Force Attachment* model of workforce development finds a job seeker, finds an employer with an opening, and matches them. In the workforce investment area, the primary provider of LFA is the PA CareerLink in Towanda and Wellsboro and the outreach facilities in Dushore, Susquehanna and Tunkhannock.

The WIB establishes the standards of services provided to the two customers served through this public workforce institution: the job seeker and the employer. The PA CareerLink is managed, essentially by seven agencies who share staff, expertise, financial and agency resources to provide a seamless delivery of workforce services.

The *Human Capital Development* theory of workforce development emphasizes training, retraining and continuous improvement activities within the employed population and the pipeline of workers going into our local industries.

The WIB participates in Industry Partnerships, a sector initiative designed to focus attention on the needs of multiple employers in a specific growth-oriented industry and its incumbent workforce.

Board Membership Process & Practices

The NTPRDC Executive Board, consisting of the region's commissioners and six private sector members, appoints the WIB members for terms of two years, but no term limits.

In accordance with mandates established in the Workforce Investment Act, the WIB is comprised of 51% private sector members, one-stop delivery system investors, and at least two representatives each of local educational entities, labor organizations, community-based organizations and economic development agencies.

Legal Responsibilities of the NT-WIB

As required under Section 117(d) of the Workforce Investment Act, the WIB is required to conduct:

Strategic Planning

- The WIB, in partnership with the Board of Commissioners, is responsible for planning and overseeing the workforce activities in the Northern Tier five-county (Bradford, Sullivan, Susquehanna, Tioga, Wyoming Counties) local workforce investment area. The WIB is responsible for coordinating workforce investment activities with local economic development strategies in the region and the Commonwealth of Pennsylvania.

Oversight of the One Stop Services Center

- In agreement with the chief elected official, the WIB designates the local CareerLink (One-Stop) Operator. The WIB sets the standards and polices for the CareerLink and oversees system performance. The WIB promotes the participation of businesses and employers in the workforce investment system through the CareerLink system.

Negotiation & Meeting of Local Performance Measures

- The WIB negotiates the local performance measures evaluating the public investment of WIA funds through specific WIA-funded programs. The WIB conducts the oversight to local programs for youth, adult, and dislocated worker activities authorized under the Workforce Investment Act and the local CareerLink system.

Identify and Contract with Service Providers

- Workforce investment boards are responsible for the selection and contract award process related to investing public funds and have monitoring and compliance responsibilities. The WIB identifies eligible providers of youth activities by awarding grants or contracts on a competitive basis. The WIB identifies eligible training services for adults and dislocated workers.

Fiduciary Oversight

- The WIB conducts fiscal monitoring for funds subcontracted out for WIA and DPW funds.

Self-Imposed Responsibilities of the NT-WIB

Look at the “Big Picture”

- The WIB looks beyond traditional workforce development issues. The WIB believes that social problems, humanitarian concerns, as well as economic conditions affect the workforce. The Board considers itself relevant in alleviating transportation issues, ensuring adequate childcare resources are available, challenging the local and statewide educational systems to operate effectively, and creating a self-sufficient populace in the region.
- The WIB is working on creating the framework for real self-sufficiency for our residents and our workforce; not through the addition of another social service program, but through aligning all service delivery using a common discipline and approach.

Function as a Workforce Intermediary

- The WIB functions as the intermediary between business, education, community and legislative stakeholders in the region to connect the resources necessary to improve and strengthen our local workforce and economy.
- The WIB establishes partnerships and convenes the appropriate people to leverage opportunities and resources.

Roles, Responsibilities and Expectations of the Northern Tier Workforce Investment Board Members

1. Members serve in an individual capacity, with the understanding that they promote the best interests of all members of the WIB, and not as representatives of any agency, institution, association, or special constituency promoting special interest.
2. Members should ask questions, respond to requests for input, and alert board and staff to key issues/trends pertaining to all workforce development programs.
3. Members should participate in strategic planning and policy making to determine goals and objectives, and ensure these goals and objectives are achieved and sustained.
4. Members are expected to exercise good judgment, respect, and confidentiality related to Board business.

5. Members should participate in the identification of potential new board members, seeking diversity in associations, geography, ethnicity, political vies, age, and financial resources.

Responsibilities:

- Take a leadership role in forging a strong and vital partnership between education, business, community services, and the workforce development community resulting in an entrepreneurial, market-driven, and accountable workforce investment system To serve as a voting member.
- Ability to use good judgment related to confidentiality and representation of the WIB.
- Provide overall policy guidance and oversight on the use of public and private funds for the provision of services to the residents and employer community of the Northern Tier.
- Influence the design and performance of an integrated system that prepares youths and adults for successful employment.

Qualifications:

- Hold decision-making management position within employment position.
- Demonstrable commitment to workforce investment and development strategies.
- Desire to improve the quality of life and economic conditions of the residents and employers in the region.
- Ability to see both the big picture and the nuances, to think boldly and to act strategically.
- Ability to work well as a team player.

Time Requirements:

- General membership Board of Directors meetings are held four times a year and generally last 1.5 hours.
 - Committees and Committee level work will be conducted on an as-needed and ad-hoc basis
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PA CareerLink® in the Northern Tier

The WIB has governance responsibility for the PA CareerLink® Comprehensive Sites in Towanda and Wellsboro and the Outreach sites in Sullivan, Susquehanna and Wyoming Counties. The PA CareerLink is the one-stop center that serves as the repository for employment, education, and training related needs for both the job seeker and employer customer.

The PA CareerLink is operated by the consortium of Operating Partners:

- Bradford County Assistance Office
- Tioga County Assistance Office
- Bradford County Action
- Trehab

- PA Department of Labor, Bureau of Workforce Development Partnership
- Office of Vocational Rehabilitation

The sites are located in Towanda, Dushore, Susquehanna, Tunkhannock and Wellsboro

The PA CareerLink is responsible for delivering services through a three tiered sequencing service strategy.

- 1) **Core Services:** Core services are universally accessible to all customers.
 - **Job Seekers:** Initial assessments, job search assistance, financial aid and educational opportunities information, access to local labor market information and Internet based research
 - **Employers:** Orientation to the PA CareerLink system, multiple methods to listing job orders, access to resumes of qualified job seekers, information on the local labor market.
- 2) **Intensive Services:**
 - **Job Seekers:** For un/under-employed adults and youth and dislocated workers, Intensive Services are available including comprehensive assessment, establishing individualized employment plans, individual and group counseling, career planning, and intensive case management.
 - **Employers:** Job profiling, seminars, workshops, customized assessments, linkages with other employers through Industry Partnerships are offered as Intensive Services.
- 3) **Training Services:**
 - Training services benefit both the employer and job seeker customer and may include occupational skills training, on-the-job training, skills upgrading and retraining, or job readiness and adult education training.

▪ **Local Management Committee**

Special Committee

Mission

The Local Management Committee is a Department of Public Welfare (DPW) mandated committee with oversight responsibility for the welfare-to-work programs in the workforce investment area.

Major Areas of Responsibility

- Operational oversight of the Employment Advancement and Retention Network (EARN) program funded by the Department of Public Welfare for individuals receiving Temporary Assistance to Needy Families (TANF).
- Selecting employment services program providers through a competitive process.

NORTHERN TIER YOUTH COUNCIL

Mission

A system that provides all youth with the skills and opportunities to achieve self-sufficiency, encourages life-long learning, and ensures the region a skilled workforce

Vision Statement

The Northern Tier Youth Council will work in collaboration with the Local Workforce Investment Board to coordinate the efforts of Youth Services to provide a system that works to nurture Northern Tier Youth by providing:

- Academic, workforce, life skills and career awareness to achieve success in self-sufficiency and life-long learning.
- Occupational skills training, work experiences, leadership development opportunities and adult mentoring.

The Youth Council is committed to providing support by engaging the involvement of community stakeholders and providing accountability through a systematic process to ensure best practices and continuous improvement.

Enabling Strategies

- Working toward the integrated alignment of a triad-approach of providing workforce skills development, academic achievement, and leadership skills enrichment to our Out-of-School Youth,
- Forming collaborative unions with local and regional providers of youth programming to leverage time, talents and expertise of all providers,

- Designing systems of communication to effectively disseminate information on youth program's resources and opportunities to the community-at-large (including High Priority Industries, School Districts and Community Based Organizations),
- Determining gaps in services and skills in youth in our community,
- Committing our resources to the continuous and targeted resolution of such identified gaps

Major Areas of Responsibility

- Develop the portions of the WIB strategic plan relating to youth.
- Establish vision and recommend policy for a countywide youth development system.
- Set the standards for selecting and recommending eligible and effective providers of youth activities to the WIB to be awarded grants or contracts on a competitive basis to carry out youth activities.
- Conduct oversight with respect to the eligible providers of youth activities.
- Align and leverage resources to promote improved academic achievement and post-secondary outcomes for youth.
- Coordinate youth activities and leverage resources to effectively serve the youth residents of the region.

Meeting Schedule

The Youth Council generally meets prior to the WIB meeting.