



# Workforce Development System Overview, Goals and Priorities

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# GWDB Purpose

The purpose of the State Workforce Development Board (WDB) is to convene State, regional, and local workforce system and partners, to—

- Enhance the capacity and performance of the workforce development system;
- Align and improve the outcomes and effectiveness of Federally-funded and other workforce programs and investments; and
- Through these efforts, promote economic growth.
- Engage public workforce system representatives, including businesses, education providers, economic development, labor representatives, and other stakeholders to help the workforce development system achieve the purpose of the Workforce Innovation and Opportunity Act (WIOA); and
- Assist to achieve the State's strategic and operational vision and goals as outlined in the State Plan.

[20 CFR 679.100](#)

## About the GWDB:

- **Employer-led board** created out of federal and state statute
  - ~60 voting and non-voting members, 50% business voting members
  - Enterprise leadership, state & local elected officials, unions, education, and community-based organizations members
- Continuing to "reimagine" the role and work of the GWDB

## Who We Serve:

- The Governor and State Legislature
- State agencies and local workforce boards
- Workforce professionals
- Employers and job seekers

# WIOA's Charge for the State Workforce Development Board

The State board shall assist the Governor in—

1. The development, implementation, and modification of the WIOA State Plan
2. Review of statewide policies, programs, and development of recommendations on actions that should be taken by the state to align workforce development programs
3. Development and continuous improvement of the workforce development system, including review of local areas and regions
4. Development and updating of comprehensive state performance accountability measures
5. Identification and dissemination of information on best practices
6. Development and review of statewide policies affecting the coordinated provision of services through the one-stop delivery system
7. Development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system,
8. Development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery
9. The development of allocation formulas for the distribution of funds to local areas
10. The preparation of the annual performance reports
11. Development of the statewide workforce and labor market information
12. The development of such other policies as may promote statewide objectives for, and enhance the performance of, the workforce development system

**Sec. 101(d): State Workforce Development Board Functions**

**29 U.S. Code § 3111**

# Minnesota GWDB State Statute



## Subd. 2a. Board meetings; chair.

The board shall hold regular in-person meetings at least quarterly and as often as necessary to **perform the duties outlined in the statement of authority and the board's bylaws.**



## Subd. 4. Executive committee duties.

The executive committee must, with advice and input of local workforce boards and other stakeholders as appropriate, **develop performance standards for the state workforce centers.**

By January 15, 2019, and each odd-numbered year thereafter, the executive committee shall submit a report to the senate and house of representatives committees with jurisdiction over workforce development programs regarding **the performance and outcomes of the workforce centers.** The report must **provide recommendations regarding workforce center funding levels and sources, program changes, and administrative changes.**

# GWDB Statutory Charge & Committee Alignment

GWDB Committee	Statutory Charge
Executive Committee	<ul style="list-style-type: none"> <li>• Full Board strategic direction through agenda setting</li> <li>• Bi-annual state legislative reports                             <ul style="list-style-type: none"> <li>• Funding levels, program changes, admin changes</li> </ul> </li> <li>• Performance standards for WF centers</li> </ul>
Sector Partnerships Committee	<ul style="list-style-type: none"> <li>• Defining in-demand industry sectors &amp; occupations,</li> <li>• Defining and developing strategies for sector partnerships</li> <li>• Strategies for effective outreach to individuals &amp; employers</li> <li>• Strategies for career pathway development and use</li> </ul>
State & Local Coordination Committee	<ul style="list-style-type: none"> <li>• Review statewide policies &amp; programs for system alignment &amp; coordinated service delivery – including of CareerForce Centers</li> <li>• State performance accountability measures</li> <li>• Identification and review of regions and local areas</li> </ul>
Innovative Service Delivery Committee	<ul style="list-style-type: none"> <li>• Technological improvements for access to &amp; quality of CareerForce System</li> <li>• Strategies to align technology and data across CareerForce partners to enhance service delivery</li> <li>• Policies for coordination of services through CareerForce</li> </ul>

# Workforce Development Federal Funding Land

## Passed Into Law:

Reconciliation  
Package

*H.R. 1*

Recissions  
Package

*H.R. 4*

2025  
Continuing  
Appropriations  
& Extensions  
Act

## Proposals Not Yet Passed Into Law:

*A Stronger Workforce  
For America Act*

WIOA Reauthorization Proposal

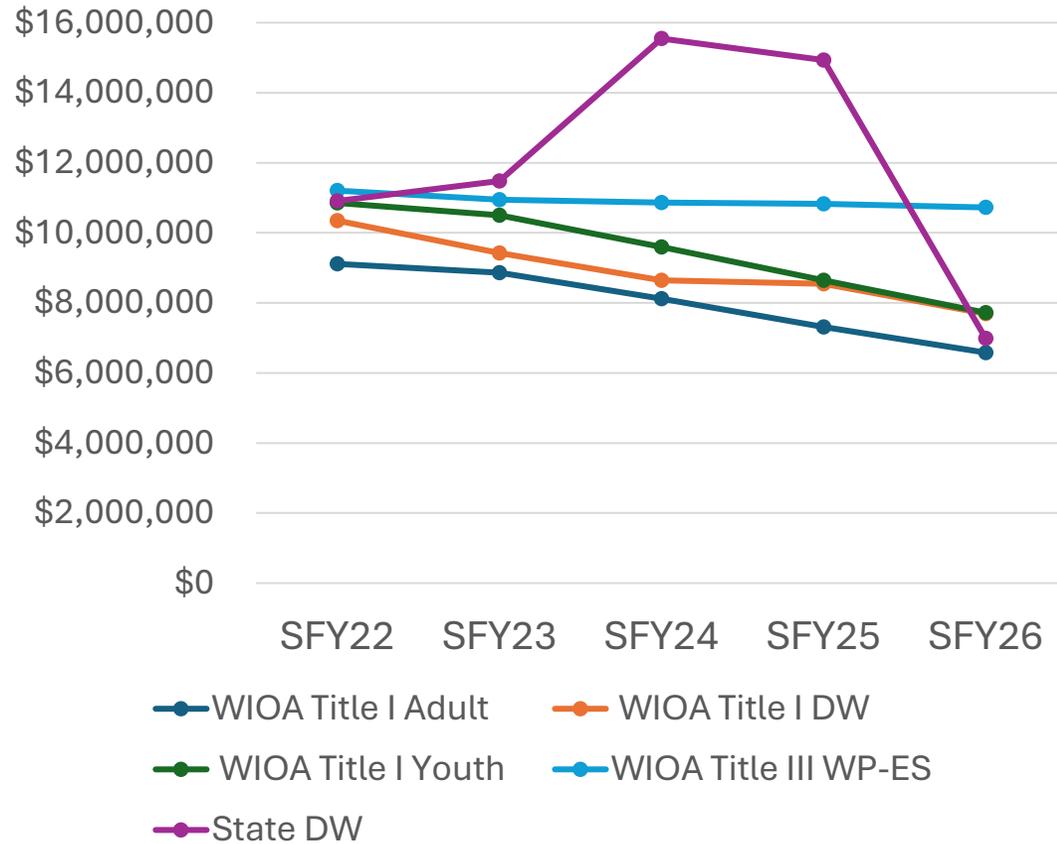
*Make America  
Skilled Again (MASA)  
Proposal*

President's FY 2026 US DOL  
Budget **Proposal**

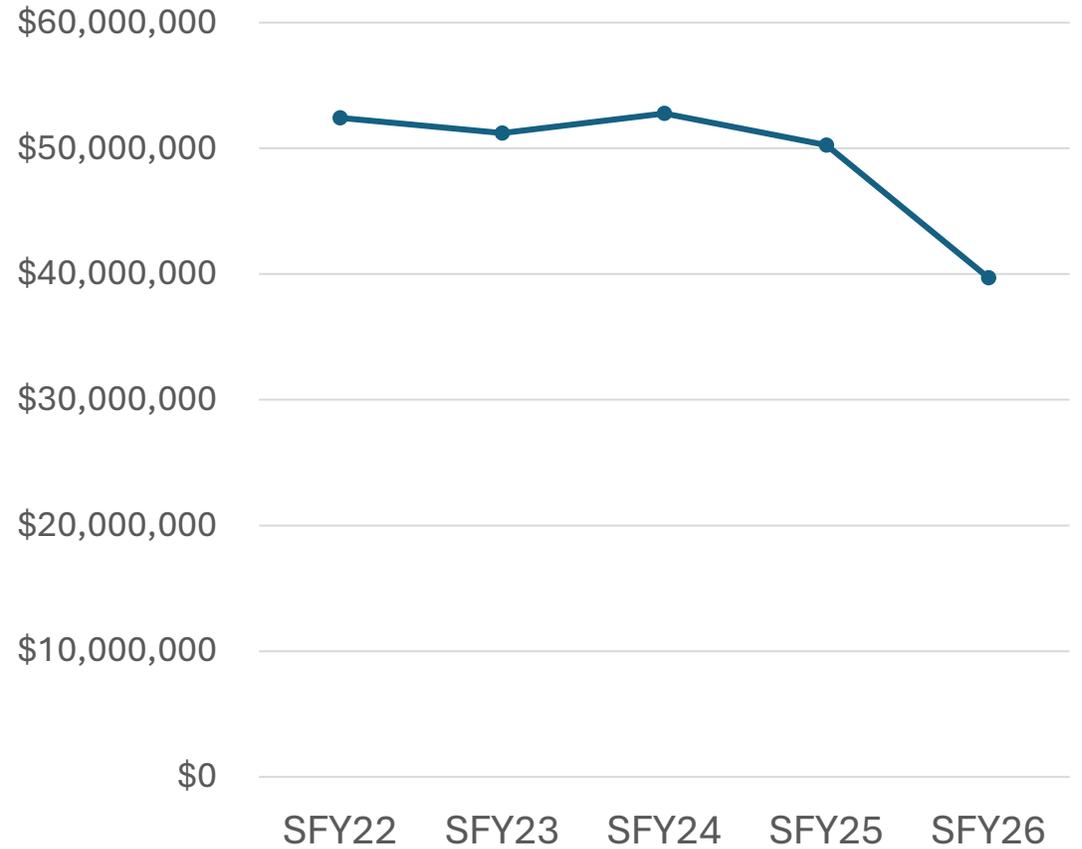
*Fiscal Year  
2026  
Appropriations  
Acts*

# Minnesota WIOA Funding Trends FY 2022 - 2026

CareerForce System Funding



Total WIOA Title I, Title III and State DW Funding



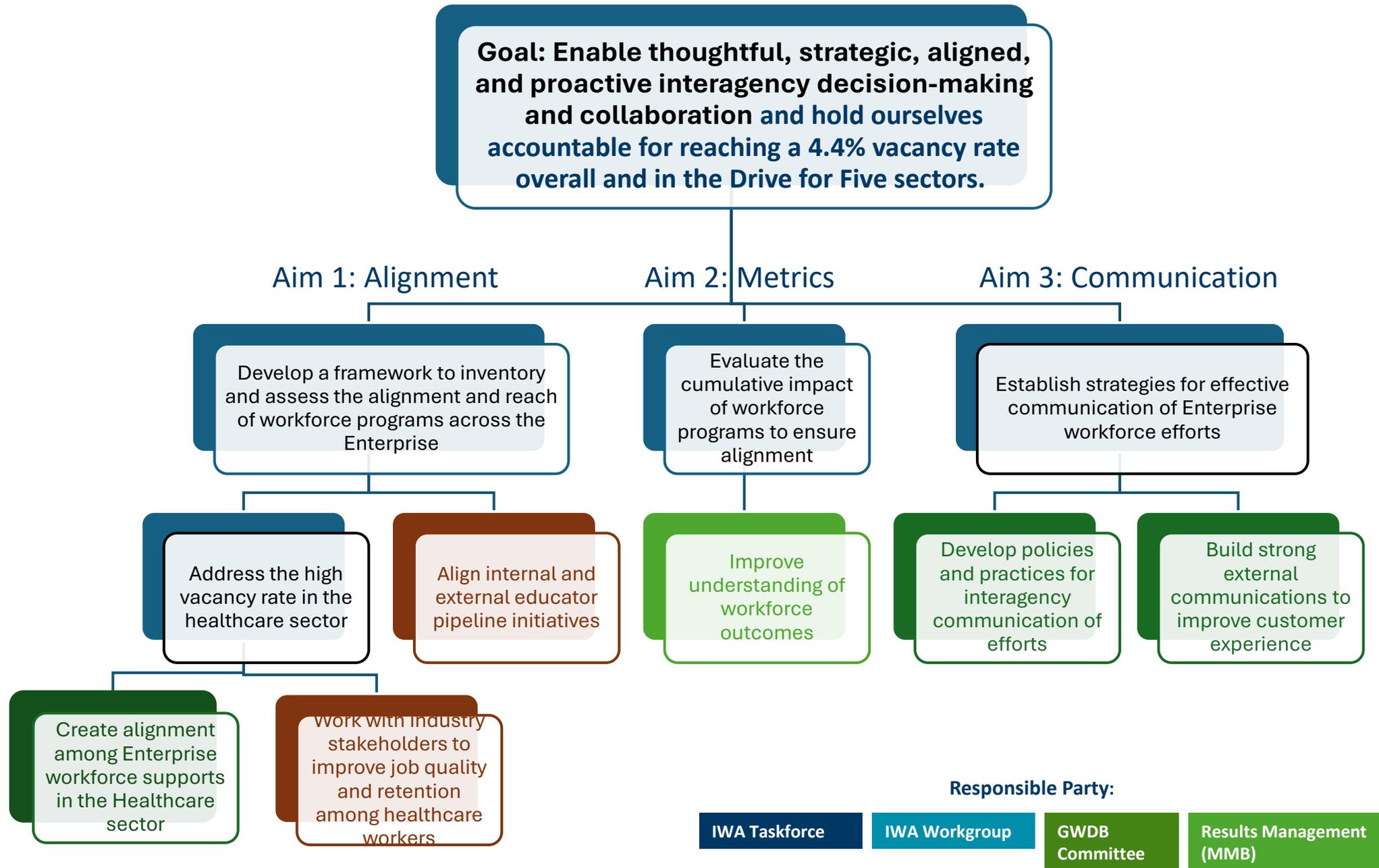
# Interagency Workforce Alignment Task Force

# Building Enterprise Workforce Development Alignment

**Overarching Aim of Using the IWA as the Space for Interagency Alignment:** Enable thoughtful, strategic, aligned, and proactive interagency decision-making and collaboration, and hold ourselves accountable for reaching a 4.4% vacancy rate overall and in the Drive for Five sectors.

- **Aim 1:** Ensure Enterprise-wide alignment and defined agency ownership of workforce efforts across the Drive for 5 Sectors.
- **Aim 2:** Define metrics and measurable goals to track progress on stated outcomes and timelines.
- **Aim 3:** Ensure effective internal and external communication about statewide talent attraction and retention strategies.

# Overall Priorities of the IWA Taskforce



# Alignment Strategy Framework

## Vision for Alignment

Alignment means that while state agencies operate independently, our efforts are intentionally moving in the same direction: building a more **coordinated**, **effective**, and **equitable** workforce development and support systems that meet the needs of all Minnesotans.

**Alignment Goals** - These are the high-level outcomes (beyond the vacancy rate) all workgroups are working toward:

- Mutual awareness of workforce development programs and resources between agencies
- Minimize redundancies between workforce development programs and resources
- Common metrics and tracking of objectives
- Aligned messaging around workforce development goals

**Alignment Components**– These are what the workgroups will look at when analyzing the workforce programs across agencies. They may look at other areas, but at a minimum they must consider these in their work:

- Reporting Requirements
- External Communications
- Grant application processes
- Internal Communications
- Policy alignment
- Tools and Resources (databases, forms, calendars etc. utilized to operate the programs)



**MINNESOTA ASSOCIATION  
OF WORKFORCE BOARDS**

# **Adapt & Advance**

**Crafting Our Vision for the Future of Minnesota's Workforce System**

**Elena Foshay**

**Operations Committee Chair**

**Director of Workforce Development, City of Duluth**

## Context:

- Patchwork for federal, state, and local formula and competitive grants
- Hard decisions day to day as we operate in a changing environment
- Struggling to keep our doors open and maintain current levels of service delivery

## Session Objective:

- Identify goals and priorities to inform discussions about the future of Minnesota's workforce system



## Background: WIOA Core Principles

- Core principles of the Workforce Innovation and Opportunity Act (WIOA) of 2014:
  - Responsiveness to both jobseeker and employer needs
  - Enhanced coordination to achieve system alignment and efficiency
  - Service integration and accessibility
  - Continuous improvement and accountability
- Cornerstone has been the customer-focused one-stop delivery system
- Strong focus on individuals with barriers to employment
- Employer engagement through local workforce boards and industry sector partnerships



## Background: Required Partners in the One-Stop System

- WIOA Title I providers
- Wagner-Peyser (a.k.a Job Service)
- VRS
- ABE
- National Farmworker Jobs Program
- SCSEP
- CTE Post-Secondary/Perkins
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Second Chance Act Grants
- CDBG Employment & Training
- Unemployment Insurance
- Job Corps
- Youthbuild
- Native American Programs
- MFIP Employment Services
- CSBG Training & Employment
- SNAP Employment and Training

# Pivot Point: COVID Pandemic

## Pandemic pivot caused some pain points:

- Changes in partners' ability to contribute toward maintaining the system
- WIOA compliance is time-consuming and burdensome
- No consistent data tracking work happening in centers
- Funding increasingly focused on specific programs/initiatives/populations not core system





## Adapting & Advancing: What's Working Well

- Through local boards, every part of the state is served
- Local areas driving innovation and best practices
- Strong partnerships with local employers who see us as a resource
- Service delivery no longer concentrated in workforce centers
- Flexibility in how to access services
- Leadership on workforce initiatives from DLI, DCYF, MDE
- More employers taking on the role of training workers



# Developing Goals and Priorities for Minnesota's Workforce Development System

# Current state of workforce development improvements



INTERAGENCY  
WORKFORCE  
ALIGNMENT  
(IWA)

Improve interagency  
coordination and alignment

- Alignment
- Metrics
- Communication



**Improve the  
Workforce  
Development  
System**



Task Force on  
Workforce  
Development System  
Reform

Understand and recommend  
legislation to improve the  
workforce system

- Program Scope
- Funding
- Evaluation

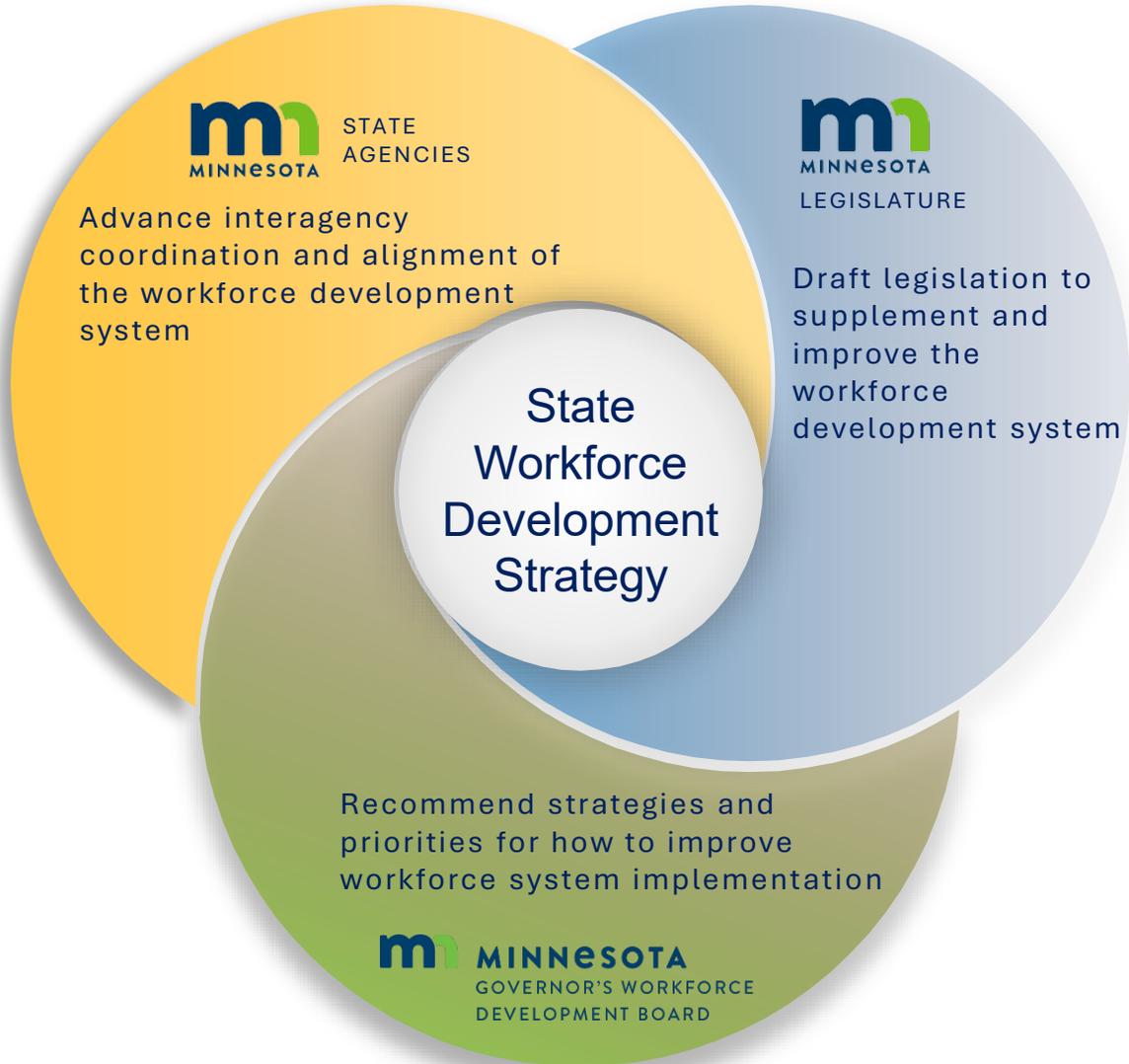


GOVERNOR'S WORKFORCE  
DEVELOPMENT BOARD  
(GWDB)

Improve how the workforce  
system is implemented

- Sector Partnerships
- Service Delivery
- Service Coordination

# Workforce Development System Ideal State



# Benefits of State-Wide Strategy



# Differences Between Talking Points & State-Wide Strategy

	 <b>Talking Points</b>	 <b>State-Wide Strategy</b>
<b>01 Purpose &amp; Scope</b>	Communicate key messages with more narrow scope	Guide comprehensive workforce policy with broad, multi-sector & multi-stakeholder scope.
<b>02 Depth</b>	High-level messaging and supporting facts	Deeper strategy with goals, metrics, roles and accountability.
<b>03 Audience</b>	External – media, legislators, employers & general public	Internal and External – policymakers, state agencies, workforce boards, employers etc.
<b>04 Time Horizon</b>	Short-Term for immediate or near-term use	Long-term – typically 3 – 10 yrs with short-, mid- and long-term goals

# Examples of State Workforce Goals

## Colorado

## North Carolina

## Wisconsin

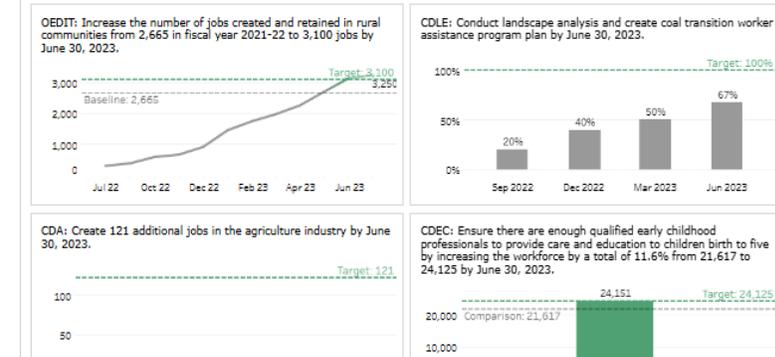
### Workforce Cabinet Working Group Wildly Important Goals FY 22-23

Green indicates goal was met | Gray indicates goal was not met

Select a goal area to view the wildly important goal and leading indicators:



The Workforce Cabinet Working Group will achieve this goal through the following leading indicators:



### Approved Workforce Development Goals

**Goal 1:** Ensure 2 million North Carolinians ages 25-44 will have earned an industry-valued credential or degree.

**Goal 2:** By graduation, every high school student will have completed coursework that results in transferrable credit or credential/certificate preparation for the postsecondary pathway of their choice, such as dual enrollment, Career & Technical Education (CTE) concentrator, Junior Officers' Training Corps (JROTC), Advanced Placement/International Baccalaureate, and work-based learning courses.

**Goal 3:** For graduating high school students, increase postsecondary enrollment, employment, or enlistment in the military within 12 months of high school graduation.

**Goal 4:** Double the number of registered apprentices.

**Goal 5:** Increase participation in work-based learning.

**Goal 6:** Engage 50,000 employers to partner with the governor's Council on Workforce and Apprenticeships on achieving its goals.

Increase Wisconsin's workforce participation by promoting infrastructure to improve participation, and by improving the sustainability of work for individuals and families.

**Objective 3A:** Strengthen collaboration and support the equity and inclusion of entities that can help historically underrepresented/under-resourced individuals.

**Objective 3B:** Incentivize workforce participation for individuals currently retransition to sustainable employment.

**Objective 3C:** Coordinate programs serving specific populations across the agricultural sector.

**Objective 3D:** Develop and promote strategies and programs for employers to attract and retain talent.

**Objective 3E:** Develop and target strategies that increase the number of individuals in the workforce.

**Objective 3F:** Support policies that promote resilience of incumbent workers.

# What a Final Product Could Look Like

## Statewide Workforce Development Strategy

One to two sentences summarizing what all workforce partners across the state are driving towards.

**Workforce Goals** - These are the high-level outcomes all workforce partners are working toward:

- Your
- Suggested
- Measurable
- Goals
- Here

**Workforce Priorities** – These are what workforce stakeholders will look at when analyzing changes, improvements, financial decisions related to the workforce system. They may look at other areas, but at a minimum they must consider these in their work:

- Your
- Suggested
- Priorities
- Here

# Workforce Development System Goals & Priorities Brainstorm

**Workforce Development System Priorities:** What activities, services, programs, etc. should be prioritized to ensure that we have a high-quality, efficient and equitable workforce development system that meets federal and state statutory requirements?

Are there areas that should be deprioritized in this shifting landscape or that don't result in high-quality outcomes?

**Workforce Development System Goals:** What are tangible, measurable goals the workforce system should be aspiring to achieve over the next 3 – 5 years? What about 5- 10 years?

Are there current goals your organization is working towards that should be scaled?

Are there goals that should be deprioritized?

**Workforce Development System Strategy:** What key themes, words, phrases should describe the state's future workforce development strategy?



# Task Force on Workforce Development System Reform Discussion

Facilitated by GWDB staff

# Task Force on Workforce Development System Reform: Purpose & Mandate



## Established by 2025 Special Session (SF17 / Ch. 6)

To examine how Minnesota develops workforce strategies, sets goals, and allocates funds to meet statewide workforce development needs.

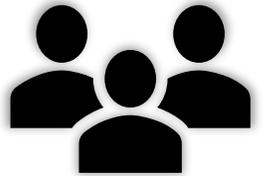
## Scope of Work

1. Review **existing workforce development programs** in Minnesota, including those funded by the federal and state governments;
2. Study the current **system for funding** workforce development efforts;
3. Investigate potential **metrics for evaluating** workforce development program outcomes;
4. **Make recommendations for changes** to practices, programs, funding, and laws related to state workforce development efforts; and
5. **Propose draft legislation** to implement any of the task force's

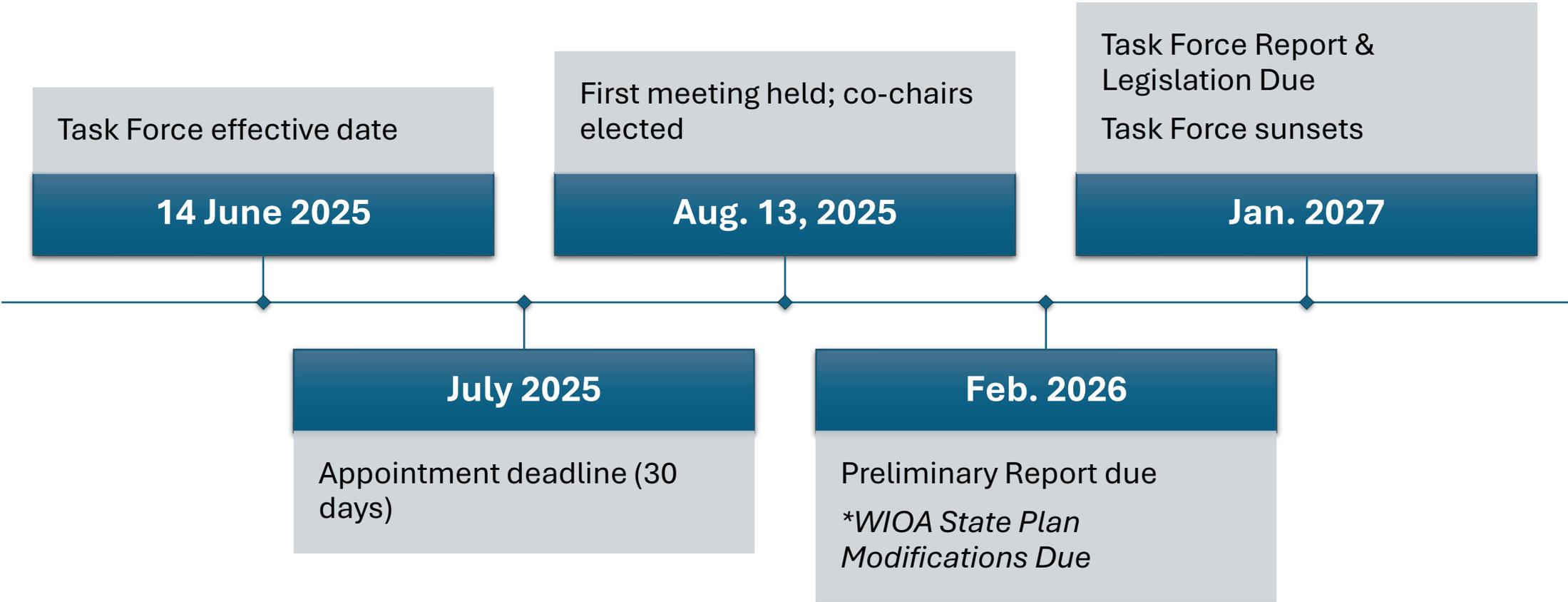


# Task Force Membership

- **DEED Commissioner** Matt Varilek
- **GWDB**
  - **Nicole Mattson** –Hennepin-Carver Workforce Development Board
  - **Misun Bormann** –Southeast Minnesota Workforce Development Board
  - **Carol Anderson** –Rural Minnesota Concentrated Employment Program (RMCEP) Workforce Development Board
  - **Michael Berndt** –Dakota-Scott Workforce Development Board
- **Legislators**
  - **Sen. Carla Nelson** (R – Rochester, GWDB Member)
  - **Sen. Bobby Joe Champion** (DFL – Minneapolis, Jobs Committee Chair)
  - **Rep. Dave Baker** (R – Willmar, Jobs Committee Co-Chair)
  - **Rep. Dave Pinto** (DFL – Saint Paul, Jobs Committee Co-Chair)



# Deliverables & Statutory Deadlines



# Board Breakout:

## Informing the Task Force on Workforce System Reform

### Group Topics and Facilitators

1. Review of Current State & Federal Programs (Elena Foshey?)
2. System for Funding Workforce Programs (Misun Bormann)
3. Metrics for Evaluating Program Outcomes (Michael Berndt)
4. Changes to Practices, Programs, Funding, and Laws (Nicole Mattson)

### Instructions

- Pick one of the four groups (will rotate 1 time)
- Use guiding questions and slides as reference points
- Discuss what's working, what's missing, and what needs to change
- Identify practical solutions and bold ideas
- GWDB Staff will record feedback and share it with the Task Force

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